

Case 03-CA-291157

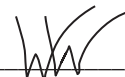
Starbucks Corporation  
Case 03-CA-291157

### **Confidential Witness Affidavit**

**I, WILLIAM WESTLAKE, under the penalty of perjury, state as follows:**

**I have been given assurances by an agent of the National Labor Relations Board (NLRB) that this Confidential Witness Affidavit will be considered a confidential law enforcement record by the NLRB and will not be disclosed unless it becomes necessary to produce this Confidential Witness Affidavit in connection with a formal proceeding.**

- 1) I have previously provided an affidavit to the NLRB regarding charges filed against Starbucks Corporation (“Starbucks” or “the Employer”) by Workers United (“the Union”). All information provided in that affidavit remains true, to the best of my knowledge.
- 2) I am providing this affidavit to give testimony regarding signatures I collected from my coworkers at the Starbucks store located on Camp Road in Hamburg, New York (“the Camp Road store” or “my store”) on cards authorizing the Union to act as my collective-bargaining representative (“authorization cards”). I am also providing this affidavit to give testimony regarding the authorization card that I signed.
- 3) All dates in this affidavit are in 2021 unless otherwise stated.
- 4) I signed an authorization card on August 22. On that date, there was a meeting held at the Union’s office at the Tri-Main building in Buffalo, New York. This meeting was held to decide whether an organizing committee should be formed and a sign-up sheet was posted for those who wanted to join this committee. There was also a discussion about signing authorization cards at this meeting. Richard Bensinger, the Workers United representative assisting employee organizers with our campaign, informed us that if we wished, we could sign authorization cards. He said that these cards were for people to



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state that they supported the Union at their store. Bensinger also said that if any stores had enough support, our authorization cards would be given to the NLRB to show that we were able to have an election. At no time did Bensinger state that the only reason for signing this card was to have an election. There was a stack of these authorization cards at this meeting. I took one of these cards, read it, and then filled out the information on the card, including my signature. After I signed this card, I placed it in a folder that had been marked "Camp Road" on the outside of it. To my knowledge, my signed authorization card remained at the Union's office until it was submitted to the NLRB in connection with the petition that we filed to have an election at my store.

- 5) At the same meeting that I signed my authorization card, I took a stack of blank authorization cards to hand out to employees at my store.
- 6) Also in attendance at the August 22 meeting was Kathryn Bergmann, a coworker from the Camp Road store. Bergmann was planning on transferring to another store in a few weeks and she was also on a leave of absence at the time of this meeting. She asked me if she thought it was worth it to sign an authorization card even if she was going to transfer. I said that I thought it was. I then saw Bergmann sign an authorization card in front of me. She appeared to read the authorization card before she signed it. Bergmann's card was placed in the same file as mine. Bergamnn was not transferred to another store and she later voted in the election that was held at my store.
- 7) On August 24, I worked a shift at the Camp Road store. On that date, I spoke with Joshua Pike, another employee at my store. From previous conversations with Pike, I knew that he was pro-union. August 24 was the first shift that he and I had both worked since the August 22 meeting I have described above. I told him something along the lines of "this

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is officially happening now.” I said that the next steps were for us to sign cards to show that there is support in the store for the Union. I also said that part of the reason for signing the card was to have an election, but I did not tell him that the only reason to sign the card was to have an election. I told Pike that I would love it if he signed a card but asked him to let me know if he had questions. I handed Pike a blank authorization card and he filled it out in front of me. It appeared to me that he read it over before he signed it. He also asked me what else he could do to support the Union in the meantime, and I told him that he could join the organizing committee. This conversation took place on the floor of the store while we were working.

- 8) On August 25, I had a conversation with Molly Beaudoin at the Camp Road store. This conversation took place on the floor of the store while Beaudoin was on the bar. I had previously told Beaudoin about the union campaign. During this conversation on August 25, I told her the campaign was officially happening and listed some of the reasons why I thought the campaign was a good idea. I offered her a blank authorization card. When I did this, I told her that she should read it over but that the card was to show that there was support for the Union and that we would also use this card to file for an election.

Beaudoin took this authorization card and filled it out in front of me before handing it back to me. She appeared to have read the card before signing it.

- 9) On August 28, I was approached behind the counter of the Camp Road store by Danielle DeTomaso. DeTomaso was on her break at the time and I was working on the register. She said that she had heard that people were signing cards and that she wanted to sign one as well. We walked to the back room of the store, where I was keeping the blank authorization cards that I had. I told her that she should read it over and that if she was on

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board, she could fill it out and give it back to me. DeTomaso filled out the card in front of me, and it looked as though she read the card before filling it out. She gave me her signed card after it was finished.

10) While I was in the back room with DeTomaso, Zachary Weller was also present. Weller was a new employee being trained by DeTomaso. Their breaks were at the same time because of this. I told Weller that I knew he was new, but that we were filing for a union election and that we wanted people to sign cards. I told him that the cards were how we would show there was support to have a union and to have an election. Weller said “hell yeah” or something similar. I gave Weller a blank authorization card. He filled it out in front of me and handed it back to me after signing it. It appeared to me that he had read this card before he signed it.

11) On August 29, I was on my lunch break at the Camp Road store when I had a conversation with Victoria Drake. She came into the back room and said something along the lines of “give me the damn card.” I asked her if she had any questions and she said she did not. She said things needed to change around here. I gave Drake a blank authorization card and asked her to make sure she read it over before she signed it. Drake filled out the card in front of me before signing it and giving it back to me. It looked as though she had read this card before signing it.

12) Greyson Mutton, another employee at my store, had a conversation with me in the back room of the store during my lunch break on August 29. This was after I had already spoken with Drake. He asked me if he could sign a card. I said “definitely” but told him to read the card over first. He asked me if he was going to get fired for signing the card,

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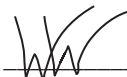
and I said no. Mutton took a blank authorization card from me and filled it out in front of me. It appeared to me that he read the authorization card before he signed it.

13) Haley Gortzig also signed a card on August 29. I remember this, even though Gortzig did not date her authorization card, because it was later in the same day that I received Mutton and Drake's signed authorization cards. Gortzig had come to the same August 22 meeting but had not signed a card at that meeting. As I was getting ready to leave for the day on August 29, I walked up to Gortzig on the floor of the store. I told her that we would be sending our cards to the NLRB because we had enough cards to file. I asked if she wanted to support the Union and sign a card before we sent our cards in. She agreed to sign a card and did so in front of me. It appeared that she had read this card before she signed it. Gortzig was somewhat recently married and, based on the email address she provided on her authorization card, I believe her previous last name was Sansoucie.

14) All of the signed authorization cards that I received as described above were taken by me to the Union's office and placed in the folder designated "Camp Road." Though I kept blank authorization cards in the back room of the store, I kept the signed authorization cards in my apron pocket after I received them from employees.

15) Jawad Atif was hired by the Employer after we filed our petition to have an election at the Camp Road store. Based on some of my conversations with him, I knew he was interested in the Union. On October 21, he and I went to the back room of the store and I gave him an authorization card to read over and sign. Atif appeared to read the card before he filled it out and signed it. Atif gave the card back to me after he signed it.

16) After we filed for an election at the Camp Road store, Ryan Mox transferred to my store from the store located on Walden Avenue and Anderson Road in Cheektowaga, New



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York ("the Walden & Anderson store"). Mox had already signed an authorization card while working at the Walden & Anderson store but had not signed an authorization card for the Camp Road store. I approached Mox while we were working at the Camp Road store on October 22 and handed him a blank authorization card. I told Mox that he already knew what this card was but asked him to sign another card to show that he supported the Union at the Camp Road store as well. Mox filled out the card and handed it back to me. It appeared that he had read over the card before he signed it.

17) I have nothing further to add at this time.

**I understand that this affidavit is a confidential law enforcement record and should not be shown to any person other than my attorney or other person representing me in this proceeding.**

**I have read this Confidential Witness Affidavit consisting of 6 pages, including this page. I fully understand the Affidavit and I state under penalty of perjury that it is true and correct.**

Date: 4/6/2022

Signature: \_\_\_\_\_



WILLIAM WESTLAKE

This affidavit was taken by:

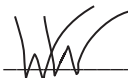
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MILLER**

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**THOMAS A. MILLER**

**Board Agent**

**National Labor Relations Board**



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### **Confidential Witness Affidavit**

**I, William Westlake, under the penalty of perjury, state as follows:**

**I have been given assurances by an agent of the National Labor Relations Board (NLRB) that this Confidential Witness Affidavit will be considered a confidential law enforcement record by the NLRB and will not be disclosed unless it becomes necessary to produce this Confidential Witness Affidavit in connection with a formal proceeding.**

1. I have previously provided at least two affidavits to the NLRB regarding charges filed against Starbucks Corporation (“Starbucks” or “the Employer”) by Workers United (“the Union”). All information provided in those affidavits remains true, to the best of my knowledge.

2. I am providing this affidavit to give testimony regarding the impact of Starbucks’ unfair labor practices in Buffalo, New York on employees’ efforts to organize a Starbucks’ stores in other parts of the country.

3. I have been a point person for organizing Starbucks stores in Oklahoma City, Oklahoma. I first began communicating with partners in Oklahoma City in late January 2022. Around that time, a partner named Evie (I do not presently recall her last name) reached out to me from a store on Independence Avenue in Oklahoma City about organizing. Since that time, I have worked with partners from about 10 stores in the area, 4 of which are going to an election.

4. The timing of the organizing efforts in Oklahoma City is critical to understanding the impact of the Buffalo unfair labor practices there. In early February 2022, the Starbucks campaign had filed petitions for about 70 stores nationwide. I was working with a total of 9 or 10 stores in Oklahoma City that were looking to organize by the end of February. There was a bargaining committee for each store. In early and mid-February, the Union believed it had or was going to soon have supermajorities at all 10 stores in Oklahoma City. However, at that time,

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Starbucks had not fired anybody, and partners generally thought that was a line the company would not cross. Then, in middle or end of February, Starbucks fired Cassie Fleischer in Buffalo for not meeting the new minimum availability requirement. At the same time, there were a lot of national headlines about the people in Memphis getting fired for their union activity as well as leaked conversations between union organizer Layla Dalton in Phoenix with a manager trying to get her to quit. A lot of committee members in Oklahoma City became scared and many had new-found doubt because Starbucks' approach had changed; it was now showing that it was willing to fire organizers and supporters.

5. To the best of my knowledge, 4 out of 10 stores in Oklahoma City eventually filed petitions. For the remaining 6 stores, it is unclear how things will develop. We had 3 stores that got to the 50 percent mark in terms of signed authorization cards, and then very shortly thereafter either got stuck at that level or lost people who decided to back away from supporting the Union. This happened in late February after Cassie got fired.

6. I would say that all 10 stores that I have worked with in Oklahoma City have lost support. The impact of that lost support depends on the margins the stores had to begin with. For example, a store in Nichols Hills, which is a suburb of Oklahoma City, had 90 percent support when it filed but won with only 60 percent of the vote. The Oklahoma City store on 23<sup>rd</sup> and Robinson filed a petition with 65 percent support, but we anticipate that the actual vote will be closer to 55 or 60 percent in favor of unionization because some supporters are backing away. I would estimate that every store lost about 30 percent of their voters after the firings started. Other stores did not file petitions despite initially believing they had greater than 50 percent support because too many people backed away after the firings and they did not have a sufficient margin to proceed without them. I believe I have some group messages that I can provide the Board Agent



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about this issue. In my experience as an organizer, the great majority of this loss of support is due to Starbucks engaging in its anti-union campaign, particularly in Buffalo, with terminations and store closings having the greatest impact. This is clear from conversations I have had with people organizing in their stores and from the timing of the loss of support of the union at each store.

7. Even where the firings did not completely stop campaigns, it slowed them significantly. The organizing process has been that I connect with potential committee members early to walk them through the organizing process. Thereafter, we will meet as-needed or once per week until there is a majority of support. For the first three stores that filed after their initial committee meeting, they had more than 65 percent support within two weeks. Then, with the fourth store, they got stuck and slowed down in February after the firings. It took them a whole month to rebuild that support and did not file because mid-to-late March. They had to do a lot more convincing, acknowledging that people had been fired but urging their coworkers that organizing is still worth it. For other stores, this argument has not been as successful.

8. I specifically recall conversations with Alicia Humphrey in Nichols Hills; Alyssa Sperrazza at the same location; Colin Pollitt at the 23<sup>rd</sup> and Robinson location in Oklahoma City; Jack McKay in Norman, Oklahoma, which is a college town suburb; and Nico Melton at the 36<sup>th</sup> and Main location in Oklahoma City. In each conversation, people from these stores were freaking out. They had begun the process knowing that no one had been fired for organizing. Then, Starbucks fired the Buffalo workers and began shutting down stores. The workers became worried about losing their jobs or having their store shut down if they kept up with the organizing. They were specifically aware of the closure of the kiosk and the Walden & Anderson closings. They would say, I can't afford to organize; I have kids at home and will lose out on my paycheck. These were a mix of one-on-one conversations and whole-committee calls in which we discussed moving

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forward even though they had lost some people. Many participants said they were not sure if they could move forward now and that they weren't sure they could convince people anymore.

9. Although I have mostly focused on Oklahoma, I have also been a point person for a store in Maine and a few in Texas. I have also connected with a lot of stores across the country during national calls and reached out to people at different locations on a one-off basis. Partners on all of these calls say the same thing: once Starbucks started firing people, they got scared. I can't think of a store that hasn't raised the issue during a call with me. I can specifically recall such conversations with partner Ash McUmbler in Maine, CJ (I do not presently recall his last name) in San Antonio, Texas, Nikita Birkholz in Dallas, and Maggie Carter in Knoxville, Tennessee. I have also spoken to local New Jersey people but do not recall their names. They all made similar comments. Similarly, I had a call with a store in Nebraska in early February that expressed a lot of enthusiasm. I spoke with them on February 9 and we agreed they would follow-up soon. Then, Cassie was let go, and I did not hear anything further from them. They just went radio silent.

10. Cassie's firing was particularly scary because her store had already unionized. It showed that the company did not care if the Union had already won; it would still fire union supporters. People knew Cassie was fired specifically for her union support and not for a legitimate reason. It was a national story and at least a dozen people I spoke to noted the article about her in Newsweek, which made me realize that everyone I worked with was aware of what had happened. Also, Cassie had been a long-time partner with no disciplinary history, a good relationship with management, and no workplace rules violations. Starbucks simply refused to schedule her in an unprecedented way. Her firing sent a clear message to people: even if they win, even if they do nothing wrong, they can still end up losing their jobs over the campaign.

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11. After Cassie was fired, Starbucks fired union supporters in a wave. As a result, as time went on people did not mention individual names the way they did with Cassie. Many people noted that Starbucks particularly targeted union supporters who were trans and/or people of color. That made many partners with these identities feel that they were especially at risk.

12. Additionally, partners nationwide were aware of the store closures. The Buffalo closures were widely reported. I often ask people about the worst thing they've heard about the union. Time and again, the response has been that Union is going to lead Starbucks to fire me or close my store. Given the company's behavior, I cannot say that's not going to happen even if I do try to curb that fear.

13. I want to emphasize the role that social media has played both in making the Buffalo campaign national and also in disseminating information about Starbucks' unfair labor practices there. People follow the SB United Twitter handle and inevitably hear about what has happened. Some don't formally follow the Twitter handle but their algorithm picks up their interest in the campaign and keeps the information about it in their feed. Whenever someone brought me an article, I knew a hundred people must have already read it. Even if an article doesn't have a million views, if it's just under a million views, I would expect at least half of that to be people who work at Starbucks because we're all part of the same social media sphere based on these algorithms. In February 2022, especially, there were probably two or three weeks where partners could basically doom scroll through a Twitter feed of people being fired, captive audience meetings, and other really negative stuff. Because of the scope of Starbucks' anti-union campaign, there is more information about it online than one person could possibly consume. When the video of Danny Rojas being fired in Buffalo came out, I couldn't even watch it because it was too difficult to have to watch another bad video. If I feel that way as someone who has been involved and committed

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for a while, I can only imagine the impact on people who are on the fence or are scared would feel about now speaking out or getting involved.

14. I have nothing further to add at this time.

**I understand that this affidavit is a confidential law enforcement record and should not be shown to any person other than my attorney or other person representing me in this proceeding.**

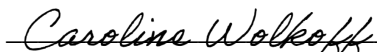
**I have read this Confidential Witness Affidavit consisting of 6 pages, including this page. I fully understand the Affidavit and I state under penalty of perjury that it is true and correct.**

Date: 06/01/2022

Signature: 

William Westlake

**This affidavit was taken by:**

  
**CAROLINE V. WOLKOFF**  
**Board Agent**  
**National Labor Relations Board**



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### Confidential Witness Affidavit

I, Richard Bensinger, under the penalty of perjury, state as follows:

**I have been given assurances by an agent of the National Labor Relations Board (NLRB) that this Confidential Witness Affidavit will be considered a confidential law enforcement record by the NLRB and will not be disclosed unless it becomes necessary to produce this Confidential Witness Affidavit in connection with a formal proceeding.**

My home address is [REDACTED]

My cell phone number (including area code) is [REDACTED]

My e-mail address [REDACTED]

I am self-employed and I work as an organizing consultant. I am currently working with Workers United.

1. I am the senior advisor for Workers United on the Starbucks Workers United organizing campaign ("Starbucks campaign"). I have been involved in union organizing since 1974. In 1989, I founded the Organizing Institute in Washington, D.C. From 1996 to 1998, I was the first National Organizing Director for the AFL-CIO. Since then, I have worked as an organizing consultant for numerous labor unions in the United States and Canada, with most of my work being devoted to campaigns where workers organize a new bargaining unit or units. I also formed a labor management partnership called the Institute for Employee Choice with the former president of Bethlehem Steel, Dick Schubert, which examined the ethical conduct of both employers and unions in the context of union organizing campaigns. We met with many employers, unions and non-union workers who had recently experienced an NLRB union vote. One of the employers I met with was Starbucks. We created a voluntary code of conduct for

#### Privacy Act Statement

The NLRB is asking you for the information on this form on the authority of the National Labor Relations Act (NLRA), 29 U.S.C. § 151 et seq. The principal use of the information is to assist the NLRB in processing representation and/or unfair labor practice cases and related proceedings or litigation. The routine uses for the information are fully set forth in the Federal Register, 71 Fed. Reg. 74942-43 (Dec. 13, 2006). Additional information about these uses is available at the NLRB website, [www.nlr.gov](http://www.nlr.gov). Providing this information to the NLRB is voluntary. However, if you do not provide the information, the NLRB may refuse to continue processing an unfair labor practice or representation case, or may issue you a subpoena and seek enforcement of the subpoena in federal court.



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employers to follow when their employees initiate an organizing campaign a version of which Starbucks workers have proposed to the employer.

2. My role with the Starbucks campaign is to oversee or have a direct decision-making role in most aspects of the campaign, with a particular emphasis on organizing new Starbucks locations. I have been doing this work with the campaign since it went public in August 2021, when the workers in the Buffalo, New York area began organizing at several stores. Since that time, and particularly since the campaign had its first victories with elections in Buffalo, I have been involved in the campaign's national organizing efforts. I currently have the title of Senior Advisor with the campaign.

3. The Starbucks campaign has grown because of organic interest from Starbucks partners (what the company calls their employees) around the country. Each new group of workers organizing at a store has come about because workers have decided they want to unionize and have reached out to the national campaign. In other words, the success and movement of workers' organizing depends on their asserting interest in organizing.

4. In most cases, an organizing effort at a particular store starts with workers reaching out to the campaign, and having an email or social media exchange, followed by a conversation over the phone or video conference. Those initial conversations are most often with a Starbucks partner and sometimes with me or a WU organizer and are about the basic steps required to unionize at a store. We also listen to workers talk about issues at the store. I'm involved in some of those initial conversations, although they are usually led by Starbucks workers who are helping other workers organizing. After that point, workers interested in organizing their stores will usually attempt to engage in organizing work at their stores – by speaking with co-workers about

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their interest in organizing and the value of a union, holding meetings with their co-workers, etc. – and remain in contact with the campaign if those efforts are successful.

5. The pace with which the Starbucks campaign has grown has been intense and demands constantly changing commitments and scheduling. As such, the organizing conversations I mentioned above are often done on an impromptu basis and include whichever members of the campaign are available at the time. My role in these meetings also means that I sometimes have to leave the meeting and join another one. Most organizing conversations are done over video conference on Zoom. There are also some phone calls. This situation is somewhat typical of all new union organizing work, which by nature does not follow traditional or rigid schedules, and which often involves fast decision making and action.

6. Because of these factors, I do not have a way of documenting exactly how many meetings I participate in, the individuals involved, or the exact substance discussed in each meeting. My calendar, for example, does not include every organizing meeting – either an initial conversation or a follow-up conversation – in which I participate. Nor do I keep written notes of most meetings. My contacts over the phone are numerous and I do not save the names of every new person I speak with, meaning whatever call history is available at any time also does not present a complete account of everyone with whom I speak. With this in mind, I would conservatively estimate I have been involved in an average of 10 organizing conversations per week since Christmas 2021.

7. Starbucks' campaign in reaction to its workers organizing has been one of the most aggressive anti-union campaigns I'm aware of. Part of the anti-union campaign has been to terminate known union supporters and leaders. To date, the Union has filed charges against Starbucks for terminating approximately 25 workers in retaliation for their organizing activities,





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with most of those terminations occurring in February and Spring 2022. I suspect the true number of workers that Starbucks has fired for their union activity is much higher than the number subject to formal charges. There are likely many cases in which workers have been separated but have no idea why. The company constructively discharges them by reducing their hours or suddenly clamps down on them for violating a rule that has never been enforced previously. As a result, many fired partners may not realize the true motivation behind their terminations.

8. Each of the terminations in Buffalo has received significant press coverage, which means they have a significant national impact on organizing. For various reasons, the Starbucks campaign receives an extraordinarily high degree of public attention in traditional media and on social media. Starbucks' partners are generally young and use social media to consume news about the campaign, as well as to engage in organizing work with other Starbucks workers locally and nationally. Due to these factors, both positive and negative developments within the campaign are typically known by Starbucks workers across the U.S., virtually instantly. I am not aware of a union campaign where so many details of organizing are publicized in the most prestigious traditional media outlets and through social media, nor where the spread of this information happens so frequently or quickly.

9. News about Starbucks' firing of union supporters and leaders spreads like wildfire. Partners nationwide know perfectly well what caused the terminations; they are not fooled by the explanations the company offers and recognize that the terminations are a clear part of Starbucks' anti-union campaign. In fact, they are aware that Starbucks does not generally fire people for the reasons they fired the workers in Buffalo. They are also aware that as soon as they launch an organizing campaign the company will immediately begin cracking down on them too. For example, a store with a new campaign will suddenly find that Starbucks has decided to strictly

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enforce every work rule. Many watch a video on this. Managers will let it be known it is a new day at Starbucks and workers better be careful as they are going to strictly enforce everything from the dress code, to the late policy, to not talking to the media, to no cursing, etc. In this regard, what happened in Buffalo is a template and proof of what lies in store.

10. In the time immediately after Starbucks fired the Buffalo union supporters and leaders, workers would frequently bring up the terminations in their initial organizing conversations with me. For example, a worker or group of workers would have contacted the campaign with questions about how to organize a union. I will then conduct an intake call with them. During these intake calls, the workers often ask about whether Starbucks can terminate or otherwise discipline them for organizing. More specifically, they ask if they will be fired like the Buffalo workers if they join the organizing committee. Workers often say things along the lines of: "I saw that Starbucks fired a union leader in Buffalo. Will that happen to us if we try to organize?" or "Workers in my store saw that the company fired a union supporter, and they're worried about that happening to them." I have noticed a clear pattern where workers raise questions or concerns like this much more frequently in the week or weeks following a publicly known termination of a union supporter. This was certainly the case with each Buffalo firing.

11. Similarly, workers who have previously made initial contact about organizing sometimes follow-up with the campaign later to say that workers in their store do not appear to want to organize after all. Many times, when interest dissipates, workers say in a follow-up discussion that they and/or their co-workers are worried about being terminated or otherwise disciplined once the company knows they are pro-union and attempting to organize. I have observed that fear of termination is the most common reason why workers who were initially interested in organizing later report they or their co-workers are no longer interested. When

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describing this, workers often say things along the lines of: “I tried to talk to my co-workers about a union, but too many of them said they’re scared of being fired if we unionize.” Just as frequently, workers tell the campaign that workers’ support for a union at their store decreased after they heard about Starbucks terminating a union supporter or leader. Again, I have noticed a clear pattern where workers make comments like this more frequently in the week or weeks following a publicly known termination of a union supporter. This pattern has been true of all Starbucks’ terminations nationwide during union campaigns, and especially after the firings in Buffalo. Workers have been following the Buffalo campaign in particular because it was the first to gain momentum and significant attention.

12. I have personally heard these types of comments and concerns raised in either initial organizing conversations or in follow-up conversations, following the terminations in Buffalo. Workers don’t always recall the specific names of those who were terminated, although Cassie Fleischer, Danny Rojas, and Angel Krempa are frequently identified. Regardless, workers will raise specific reasons that workers in Buffalo were let go and express concern about it. For example, on every call, people will talk about cutting hours and how Starbucks has been showing videos about how it is going to start enforcing the rules as a “reset,” suggesting of course that the rules had not been enforced before. Partners will tell me, they’re doing exactly what they did in Buffalo. They also uniformly say that the reasons for the Buffalo terminations are bogus because Starbucks never fired people for those reasons before. They will say that they have never disciplined or fired for being late or having piercings, and that both were common at all stores.

13. These comments come up in numerous of organizing conversations with Starbucks workers from across the U.S. In almost every conversation, we’ll ask the workers what they’re scared of. They will almost always cite these issues and will emphasize that Starbucks is firing

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people for reasons that were tolerated before. They will say that they just want their hours back; their flexibility back; a return to laxer enforcement of rules. They will ask if they can help organize without being part of a committee because they don't want to go public. They will say they were scared to even reach out. These sentiments are a major impediment to organizing. The Union cannot support a campaign where people are unwilling to go public.

14. As a result, the firings have had an impact on our ability to recruit committee members and therefore on our ability to organize additional stores nationwide. The campaign is totally committee-driven. As a result, increased reluctance to participate on a committee stymies campaigns before they start.

15. A recent example stands out. In Newport News, VA, a partner named Duncan (I do not presently recall his last name) said that he wanted to be the public member of the committee because he does not have a family and can afford to be terminated if and when Starbucks retaliates against workers at the store for organizing. In other words, there are other organizing committee members at the store, but there is a tangible fear of being terminated. All the firings – Buffalo, Ithaca, Rochester, Memphis – cumulatively create this impact. However, workers bring up Buffalo more than anything, particularly the terminations, store closings, surveillance, and threats.

16. The store closings and surveillance in Buffalo have also impacted the organizing effort nationally. Employees know about these issues because they have been widely discussed on social media. For the surveillance issue, many partners nationwide witnessed Starbucks take their store managers to Buffalo to stave off the campaign and surveil workers there. They will talk about what the Buffalo workers are going through with bated breath. I've also had many conversations with people across the country about the Buffalo store closings. When national interest in the campaign first started increasing, I was in conversations with dozens of workers

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across the country. The September 2021 store closings in Buffalo came up in nearly all my calls. It was the number one comment at that point, because the firings had not yet happened. There had been a lot of headlines about closings. Even though the Starbucks campaign has had a lot of success, I also noticed that many people have been too terrified to call us back when we reached out. This sudden fear was all about the Buffalo store closings. I received this explanation directly from people who fell out of touch after initial intake calls. They would apologize for being out of touch and say that they're afraid their stores would be closed and did not want to move forward at this time. Starbucks is closing stores and firing people for this very reason—it's not just about clamping down on Buffalo organizing but to scare people everywhere else by way of example.

17. Starbucks' threats to Buffalo-area workers that they will lose transfer rights if they unionize have also been impactful nationally. Many Starbucks employees are students and therefore move a lot and have variable schedules throughout the year. They may, for example, transfer to a different location during the summer. Starbucks' threats about transfer rights therefore directly effects their livelihood and make them reluctant to start a campaign. I have heard many partners mention this concern during calls.

18. The firings, threats, stricter enforcement of work rules, and store closures have also led to increased turnover at stores with active campaigns nationwide. Specifically, the amount of turnover has increased dramatically because Starbucks has increasingly made employees paranoid and unhappy by cracking down on them over minor issues. For example, a Starbucks store in Ithaca recently had a 6 to 3 vote in favor of unionization with 10 potentially determinative challenges, despite robust prior support. The close margin is due in large part to the fact that, in the 70 days preceding the election, over half the workforce quit due to radical cuts in hours. Starbucks imposed a double bind on workers by cutting hours while also demanding 4 days per

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week of availability. If a partner wanted to work more, their hours were cut. If they wanted to work a day a week as they always had, they can't anymore. I hesitate to bring these issues up on calls because I do not want to scare people, but they already know. People across the country see how this has played out in Buffalo and now Ithaca, and they worry they will be pushed out too if their store launches a campaign.

19. While I can speak to those conversations where workers have reached out to say they or their co-workers are no longer interested in organizing because of fear of termination, common sense dictates that those do not represent the total number of times workers have been dissuaded by fear of termination. First, neither I nor anyone else from the campaign can know about instances where workers were interested in organizing, but then declined to reach out to the campaign in the first place out of fear of being terminated. However, it would be unreasonable to claim those instances did not exist. Second, there are certainly instances where workers make initial contact with us, but then do not follow-up because they and/or their co-workers are scared of being terminated, and thus don't organize. Due to the nature of communications within the campaign and with workers around the country, I cannot say how frequently a worker who made initial contact does not follow up. And, because those workers do not follow up, I cannot estimate what percentage of them fail to follow up because of fear of termination, as opposed to other reasons. However, fear of termination almost certainly contributes to many of these instances. As an example, I met a Starbucks worker at an event in late April 2022. The worker said they were fired for cussing at their store, because the company started more strictly enforcing rules on cussing. Several weeks later, I learned from a former member of management that the worker had actually been fired because they were a union supporter (though the company used cussing as a pretext for the firing).

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20. In summary, I would like to emphasize that Starbucks' firings of the Buffalo organizers are highly publicized on social media particularly. SBWU itself has huge social media engagement and in fact higher engagement than Starbucks corporate site with 10 million followers. The 65,000 followers are largely made of Starbucks workers themselves. And many more follow but have told me they are afraid to do so publicly (meaning follow or like our social media pages or posts) due to fear Starbucks corporate is monitoring these sites which is a safe bet. The instant spread of fear and knowledge of firings reminds me of my factory decades ago where a worker was fired and everyone knew within hours if not minutes. Today the same happens on social media with everyone following on cell phones. Except there is one big difference: the instant spread of fear is not limited to the one store or factory but spreads throughout the country from barista to barista via cell phones and Instagram, Twitter, Reddit, Facebook and Tik Tok.

21. I have nothing further to add at this time.

**I understand that this affidavit is a confidential law enforcement record and should not be shown to any person other than my attorney or other person representing me in this proceeding.**

**I have read this Confidential Witness Affidavit consisting of 10 pages, including this page. I fully understand the Affidavit and I state under penalty of perjury that it is true and correct.**

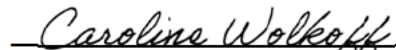
Date: 5-31-22

Signature:



**Richard Bensinger**

**This affidavit was taken by:**



**CAROLINE V. WOLKOFF**

**Board Agent**

**National Labor Relations Board**





Kevin Johnson  
President and CEO  
Starbucks Support Center  
Seattle, Washington, United States

Dear Kevin,

We believe that there can be no true partnership without power-sharing and accountability. We are organizing a union because we believe that this is the best way to contribute meaningfully to our partnership with the company and ensure both that our voices are heard and that, when we are heard, we have equal power to affect change and get things done.

We are forming a union to bring out the best in all of us. Our organizing committee includes Starbucks partners from across the Buffalo region. Many of us have invested years of our lives at Starbucks, while others have recently become partners. We all have one thing in common -- we want the company to succeed and we want our work lives to be the best they can be.

Starbucks' mission is improving communities one coffee at a time. Respecting partners' right to organize will help us help the company accomplish this mission, by improving our lives and raising standards across the industry. In this spirit of true partnership, we call on you to sign the Fair Election Principles, attached to this letter, to provide a level playing field that will enable Starbucks partners to choose whether or not to unionize without fear of reprisal.

We see unions as the best way to make Starbucks a place to have a sustainable career and a true partnership. We do not see our desire to organize as a reaction to specific policies but as a commitment to making Starbucks, Buffalo, and the world a better place.

We believe that the best way to truly inspire and nourish the human spirit is to organize for greater justice, greater equality, and a greater vision of what life can be for Starbucks workers across the Buffalo region and for workers in the coffee and restaurant industry. By signing onto these principles, Starbucks can prove itself a true partner in this mission.

In Solidarity,  
Starbucks Workers United Organizing Committee

Kayla Sterner  
Lexi Rizzo  
Katie Cook  
Gianna Reeve  
Casey Moore  
Jaz Brisack  
Samantha Banaszak  
Josie Homer  
Róisín Doherty  
Emily Hirsch  
Zachary Field  
Hannah Scott  
Loretta Scherrer  
Maram Albakri  
Erin O'Hare



Colin Cochran  
William Westlake  
Danka Dragic  
Minwoo Park  
Kim Howell  
Kellen Montanye  
Caroline Lerczak  
Michael Sanabria  
Matt Narinesingh  
Lee Want  
Brian Murray  
Michelle Eisen  
Roger Huang  
Kathryn Bergmann  
Colin Marchincin  
De'Juan Dabney  
Trav Wolf  
James Skretta  
Cory Johnson  
Lauren Calandra  
Stephen Bishop  
Leyla Gentil  
Sylvie Waligora  
Josh Pike  
Marcus Hopkins  
Halie Beyer  
Lilimae Chrzanowski  
Alexai Dean  
Brianna Marciniak  
Caroline East  
Khari Waits  
Stephen Simonelli  
Avrium Douglas  
Jonathan Nieves

## **Non-interference and Fair Election Principles for Partner Unionization**

1. The right to organize a union is a fundamental civil right essential to our democracy.
2. If partners choose to unionize, there will be no negative repercussions from management.
3. Starbucks agrees not to make any implicit threats (lawful but unethical) or explicit threats (unlawful).
4. If Starbucks holds a meeting with partners on company time to discuss unionization, then the union may hold a meeting of equal length on company time. This holds true for one-on-one meetings or any discussions that Starbucks chooses to hold with partners during the union organizing effort.
5. If Starbucks posts any anti-union material on its premises, it will provide Starbucks partners equal space to post pro-union material.
5. Starbucks management must not bribe or threaten partners with higher or lower wages or benefits to gain support. Management will not make changes in wages and benefits that were not announced or decided upon prior to the commencement of the union campaign.
6. Principled disagreements are part of the campaign process but disparaging remarks about Workers United or the labor movement are not appropriate and not conducive to a spirit of mutual respect and harmony and should not be made. Additionally, ad hominem attacks against individuals are unacceptable.
7. If any partner feels they have been retaliated against in any manner due to their union activity, Starbucks will agree to resolve this immediately by a mutually agreed upon arbitrator. The partner would still have the right to go to the National Labor Relations Board.
8. A secret ballot election will be conducted by the NLRB or, if both parties agree, by an arbitrator or a neutral community organization. If at any time Starbucks Workers United secures a simple majority of authorization cards of the eligible partners within an appropriate bargaining unit, Starbucks and the union may instead have the option, if they both agree, to recognize Starbucks Workers United as the exclusive representative of such partners via a card check election.



Starbucks Investor Relations

Starbucks Founder Howard Schultz Takes the Helm as Starbucks Chief Executive Officer

DATE: 04/04/22

Suspends Stock Buyback Program to Invest in Starbucks Employees and Stores for Long-term Growth

SEATTLE--(BUSINESS WIRE)-- Starbucks Corporation (NASDAQ: SBUX) today marked the return of founder Howard Schultz as chief executive officer and as a director on the company’s Board.

In an early morning letter, Schultz shared with all company stakeholders a vision and invitation to join in the reimagination of the company he built, one with a storied history and an enduring mission to inspire and nurture the human spirit — one person, one cup, and one neighborhood at a time.

“I am returning to the company to work with all of you to design our next Starbucks — an evolution of our company deep with purpose, where we each have agency and where we work together to create a positive impact in the world,” he wrote.

Schultz also announced Starbucks will suspend its stock repurchasing program, effectively immediately. “This decision will allow us to invest more into our people and our stores — the only way to create long-term value for all stakeholders.”

Schultz is known for his transparent and bold leadership with a history of leading a business that can simultaneously deliver best-in-class financial performance, shared success with its people and measurable societal impact in the communities it serves.

“Our vision is to once again reimagine a first-of-a-kind for-purpose company in which the value we create for each of us as partners, for each of us as customers, for our communities, for the planet, for shareholders — comes because our company is designed to share success with each of us and for the collective success of all our stakeholders,” he wrote.

Since the company’s initial public offering in 1992, Starbucks has continued to provide innovative benefits, including access to healthcare benefits for full- and part-time employees, equity in the form of stock options, free college tuition through the Starbucks College Achievement Plan, comprehensive mental health benefits, pay equity, best-in-class paid parental leave and a national sick pay program.

During Schultz’s previous four decades as ceo and chairman, the company grew from 11 stores to more than 28,000 stores in 77 markets around the world. During his tenure, Starbucks delivered a 21,000% gain in the value of its stock price between its initial public offering in 1992 and Schultz's departure as ceo in 2017.

About Starbucks

Since 1971, Starbucks Coffee Company has been committed to ethically sourcing and roasting high-quality arabica coffee. Today, with more than 34,000 stores worldwide, the company is the premier roaster and retailer of specialty coffee in the world. Through our unwavering commitment to excellence and our guiding principles, we bring the unique Starbucks Experience to life for every customer through every cup. To share in the experience, please visit us in our stores or online at [stories.starbucks.com](https://stories.starbucks.com) or [www.starbucks.com](https://www.starbucks.com).

View source version on [businesswire.com](https://www.businesswire.com/news/home/20220404005309/en/): <https://www.businesswire.com/news/home/20220404005309/en/>

[press@starbucks.com](mailto:press@starbucks.com)  
206-318-7100

Source: Starbucks Corporation

Script

Exhibit 5

OFFICIAL REPORT OF PROCEEDINGS  
BEFORE THE  
NATIONAL LABOR RELATIONS BOARD  
REGION 3

In the Matter of:

Starbucks Corporation, Case No. 03-CA-285671  
Employer.

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Dates: September 2, 2021

OFFICIAL REPORTERS  
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**Exhibit 6**



UNITED STATES OF AMERICA  
BEFORE THE NATIONAL LABOR RELATIONS BOARD  
REGION 3

In the Matter of:

STARBUCKS CORPORATION,

Employer.

Case No. 03-CA-285671

**EMPLOYER LISTENING SESSION**

The above-entitled matter was transcribed from an audio recording on Thursday, September 2, 2021, with an unspecified time and location.



1                                    P R O C E E D I N G S

2            DEANNA PUSATIER: -- seating ourselves since everyone was  
3 walking in. But what I said kickoff was introductions on who  
4 we are and kind of (Indiscernible) today. I'm really excited  
5 to get to know you all. So first of all, I just want to thank  
6 you for coming here. I'm really excited to meet all of you.

7            So I'm Deanna Pusatier. I am a 22-year partner. I  
8 started at Starbucks as a barista years ago, and I worked in  
9 stores for a long time, like many of you. And I'm -- yeah. So  
10 I'm from Southern California. But I am now the regional  
11 director for -- for this market. And (indiscernible).

12           ROSEANN WILLIAMS: And I go next?

13           DEANNA PUSATIER: You go next.

14           ROSEANN WILLIAMS: You've been a barista for 22 years?

15           DEANNA PUSATIER: 22 years? Yeah, 22 years.

16           ROSEANN WILLIAMS: Hello, everyone. For those of you I  
17 didn't get a chance to say (indiscernible). It's nice to see  
18 you all, thanks for making time today. We all have busy lives,  
19 and to make the time to come to whatever a listening session  
20 is, you're just probably like what is this thing. We're  
21 talking about (indiscernible) so we made the time. I am a 17-  
22 year partner, so (indiscernible) here as a 22-year-old. I have  
23 been fortunate enough to be all over the place. I started in  
24 Texas, I lived in Europe for a couple years, I came back to the  
25 U.S., then I moved to Canada. And then I came back to the U.S.

1 for about three years. And my job is to help support  
2 (indiscernible) stores. So I was excited to be able to come  
3 out and enjoy the east coast anyway. And Deanna and I have  
4 worked together on and off for a number of years. And when I  
5 found out she was coming to this (indiscernible), it gave me  
6 the perfect reason to come out and celebrate with you and the  
7 team, get to know some of you. And since the time  
8 (indiscernible) I haven't been able to get out to you yet. So  
9 thanks for having us, and I look forward to the conversation.

10 EMILY FILC: Thanks, Roseann.

11 Hi, everyone. I met most of you out in the lobby. My  
12 name is Emily Filc. And similarly to Roseann -- and I think I  
13 may have you beat by a little bit, that we discussed last  
14 night.

15 ROSEANN WILLIAMS: By about a week or two.

16 EMILY FILC: Yes. I am a 17-year partner as well. And I  
17 started at Starbucks for health insurance. That's why I joined  
18 as a barista and I spent the majority of the 17 years working  
19 in stores. And right now I'm going to be supporting Deanna in  
20 this market as department resource manager.

21 So thank you all for having us and again for coming. And  
22 I look forward to hearing from all of you.

23 DEANNA PUSATIER: Excellent. Excellent.

24 So for those of you that have been partners for a bit, you  
25 likely know that this is part of our culture, this is who we

1 are. Talking to our partners, listening, sharing, getting  
2 together. We call these milk crate conversations. And there's  
3 a reason for that, it's because back when we started, we used  
4 to literally pull up a milk crate, sit on it, and have a real  
5 conversation, just like this. Okay? So that's what we're here  
6 to do today.

7 And this -- this listening session, I'll just kind of  
8 share in the front, it's a little bit different than others.  
9 Right? The reason it's different than others is because a  
10 group of -- a union called Worker's United has filed a petition  
11 to hold (indiscernible). So there -- because of that, we  
12 (indiscernible) today. And we're not going to talk about what  
13 an election is or get into any of the details or any of that  
14 stuff. But we do just want to share that there are certain  
15 things that we're not going to be able to kind of answer today  
16 because we don't want to break that law.

17 But with that, that doesn't change our position on talking  
18 to our partners and hearing from you and hearing about what's  
19 going on at the stores. But also aligned with what -- you  
20 know, we can't deal with, we want to make sure we're not  
21 breaking the law; that we're not going to be able to make any  
22 promises to you. But we do want to hear from you. Want to  
23 know how you're feelings and what's going on in the stores,  
24 because that's what this is about. We're Starbucks partners,  
25 this is, you know, again, our long-standing tradition.



1 Anything to add?

2 ROSEANN WILLIAMS: I would just say, as I've shared with a  
3 couple of you, my favorite part -- I started as a store manager  
4 a long, long, long, long time ago. But one of my favorite  
5 things in my current job, is I get to travel all across the  
6 country and do this for a living: meet new partners, have  
7 listening sessions, talk about how we feel. And the milk crate  
8 conversation actually came from our (indiscernible) and really  
9 -- and it's just people who used to (indiscernible) just  
10 partners? What kind of company are you building? How do we --  
11 how do we stay small and be connected as partners; and still be  
12 able to talk about things that we believe (indiscernible).

13 And so these listening sessions that we have across the  
14 country are the best of things, because nothing gets  
15 translated. I don't think -- it's not a memo, you're not  
16 hearing it from somebody else. You get to hear it from real  
17 partners, (indiscernible) taking notes, there's no reason to,  
18 these are called honest conversations. Unless there's a law  
19 that's broken and you say that or something that -- something is  
20 happening to you is against the law, there's nothing that goes  
21 outside this room.

22 So that's the other thing I would say, is that these  
23 conversations are confidential. They are the safe place for  
24 all of us to have a voice and to know that your voices are  
25 heard all the way back across the company. Every partner who

1 wants to have the same session opportunity, we try to provide  
2 one. We don't get to everybody; but when we do get a chance,  
3 it's probably one of the best opportunities for us to just have  
4 (indiscernible) dialogue.

5 So in my position, sometimes things get really, really  
6 translated (indiscernible) when I get to them. And I think not  
7 talking to partners in the store is always the best way to say  
8 how are things actually working. So (indiscernible)  
9 confidential, nothing written down. It's about having  
10 (indiscernible) all around. So and thank you for being  
11 (indiscernible). That's it. That's what I got.

12 DEANNA PUSATIER: All right. So we want to start out --  
13 we really want to hear what's on your minds, how you're  
14 feeling. Most of --

15 ROSEANN WILLIAMS: (Indiscernible).

16 DEANNA PUSATIER: Yeah.

17 ROSEANN WILLIAMS: I'm trying to (indiscernible) so I  
18 don't (indiscernible). I can pull it down right there. There  
19 we go. I can just see it (indiscernible). Yeah. I love the  
20 sunlight but not when it's in your eyes.

21 DEANNA PUSATIER: Like that. There you go.

22 ROSEANN WILLIAMS: That's probably good.

23 DEANNA PUSATIER: Now I can see.

24 ROSEANN WILLIAMS: That's good.

25 DEANNA PUSATIER: Great. So I'd love to kind of kick it

1 off and understand what's your favorite part about working for  
2 Starbucks.

3 UNIDENTIFIED SPEAKER: (Indiscernible).

4 ROSEANN WILLIAMS: That's -- that's an answer too.

5 DEANNA PUSATIER: Yeah, it is.

6 UNIDENTIFIED SPEAKER 2: I mean --

7 DEANNA PUSATIER: Yeah?

8 UNIDENTIFIED SPEAKER 2: -- kind of like -- you guys said  
9 this was, like, an honest conversation. So like, we all know  
10 you're here because of the union. Like, you can't really look  
11 us in the eye and say that's not the thing. Like, there hasn't  
12 been one of these in, what, five, six years? So we all kind of  
13 know that that's why we're here. So I think, like, what's on  
14 our mind is why Starbucks hasn't signed the fair election  
15 principles?

16 DEANNA PUSATIER: So we can't get any of the specifics  
17 around any of that. And I do also want to share with you, I  
18 know we haven't worked together at all, this is our first time  
19 meeting. But as a general practice, I do do this and will be  
20 doing this for the entire market.

21 UNIDENTIFIED SPEAKER 2: Oh, yeah. I didn't mean to say  
22 that you didn't. Just like here. Like, it's -- it's pretty  
23 obvious this in response to the union campaign; so I know  
24 that's why we're here to talk about it. So I just wanted to  
25 ask straight off the bat about -- because that was what was

1 honestly on my mind.

2 DEANNA PUSATIER: Sure.

3 ROSEANN WILLIAMS: And if I could just chime in. I  
4 appreciate you speaking up, that's exactly why we have these  
5 conversations. And whether -- whether your opinion is the only  
6 reason we're here is because of that or not, it is in fact true  
7 that we (indiscernible) with you guys. If we feel at Starbucks  
8 that we have partners that don't think that we're listening and  
9 care about them, we honestly believe -- and I can say this is  
10 (indiscernible) last few years, every single market I go to is  
11 a listening session, is this -- is this more (indiscernible)  
12 Deanna's new and we (indiscernible)? If there's a single  
13 partner here (indiscernible) mind, if you feel that your voice  
14 is not heard and valued by Starbucks, then we've got something  
15 wrong, because that's not who we are. I mean, for 50 years  
16 we've done these listening sessions and we've honestly believed  
17 that the best way for us to have honest conversation is your  
18 voice being heard and us listening.

19 So it -- whether the union is a part of the reason or not  
20 part of the reason, listening to each other and making this a  
21 greater company is what we've always (indiscernible). And so I  
22 appreciate you going first.

23 UNIDENTIFIED SPEAKER 2: Yeah.

24 ROSEANN WILLIAMS: And Deanna is right, she's the new  
25 (indiscernible), she's going to be doing listening sessions all

1 across your region and this is what every (indiscernible). And  
2 I would say if you guys haven't had a listening session for  
3 five years here, then we've got something wrong and that's not  
4 right. So I apologize about that.

5 UNIDENTIFIED SPEAKER 3: Yeah, I -- I've been here for I  
6 want to say four years, and then I was in Detroit, Michigan for  
7 a year and a half. And in those six or seven years I've never  
8 even had one of these type of guys. So when I saw the  
9 opportunity, I was like, even if I don't have anything to say.

10 ROSEANN WILLIAMS: Thank you.

11 UNIDENTIFIED SPEAKER 3: And hear what everybody else  
12 says. But it's been six-ish. I'll just round to six. Six  
13 years, six-ish years that I've -- I've never even heard of this  
14 happening. So I think it's great that you all are in town, so  
15 that it actually (indiscernible) so that's nice. But yeah. In  
16 six-ish years, I haven't even heard it happening. So I feel  
17 like this is probably --

18 UNIDENTIFIED SPEAKER 4: I will say, like, I -- I've been  
19 here for about five years and I've never heard of anything  
20 opened to baristas like this. But I've been at shift  
21 roundtables a few times. But I've never heard of anything open  
22 to baristas the entire time.

23 ROSEANN WILLIAMS: I don't think (indiscernible). We just  
24 got back from Alaska because it was (Indiscernible) last month  
25 we did barista roundtable, a shift supervisor roundtable, and a

1 store manager roundtable, and a district manager roundtable  
2 because it's a bigger market. And it gets interesting how we  
3 hear so many different -- depending on the job (indiscernible)  
4 baristas certainly have different things on their minds than  
5 shift supervisors. Shift supervisors have things. So it's --  
6 the opportunity to sit and talk together is a valuable thing.  
7 And if you haven't had a chance to do it before for baristas  
8 then we have a chance to start that today.

9 And if you've been a partner for six and a half years and  
10 you've never been invited to one; you're here today so thank  
11 you for showing up.

12 UNIDENTIFIED SPEAKER 3: I'm very glad to be here.

13 ROSEANN WILLIAMS: (Indiscernible) we're glad you're here  
14 today too.

15 And we hope that this starts a new -- a new way of  
16 communicating with one another. You guys know that these are  
17 sessions that will be available to you on a quarterly basis or  
18 twice a year, whatever it is. (Indiscernible).

19 (Simultaneous speech)

20 UNIDENTIFIED SPEAKER 5: I was -- I've been eating. I  
21 haven't -- I haven't had anything. Well, I had breakfast this  
22 morning (indiscernible) Starbucks. But working here really  
23 saved me a lot of money. (Indiscernible). I personally hate  
24 coffee, but I love all of the other stuff.

25 ROSEANN WILLIAMS: Okay, good.

1 DEANNA PUSATIER: There's something for everybody.

2 UNIDENTIFIED SPEAKER 5: But I did want to ask. I know  
3 that you're not allowed to answer questions about the union.  
4 But would you be able to answer questions about who the lead  
5 marketing team at Starbucks is hiring for help with the union?  
6 Because I mean, things spread pretty fast, we've seen a lot of  
7 store managers have been on (indiscernible) calls with getting  
8 advice of how they're immediately supposed to work with the  
9 union. And a big question we're all curious of was who  
10 Starbucks has working with (indiscernible) aspect of it.

11 ROSEANN WILLIAMS: I'm not sure if we can --

12 UNIDENTIFIED SPEAKER 6: So (indiscernible) I saw a slide  
13 that said T-I-P-S and you've used one of those words.

14 UNIDENTIFIED SPEAKER 5: Tips?

15 UNIDENTIFIED SPEAKER 6: T-I-P-S, threats, interrogation,  
16 promise, and (indiscernible). These are the things that people  
17 in management positions are not allowed to do when there's a  
18 union conversation. I -- I present the (indiscernible) because  
19 I saw my manager on this same presentation. I think we have a  
20 right to know like what -- what is (indiscernible).

21 ROSEANN WILLIAMS: So what I can say to that is as  
22 (Indiscernible) chair, once you -- once we receive a petition  
23 to (indiscernible) petition that there -- the legal  
24 requirements about what we're able to share and not able to  
25 share are moved into another phase of what we can protect and

1 what we can say (Indiscernible) people or not. Part of that is  
2 also making sure that we are educating our store managers on  
3 what is legal or not because it's not something typical that we  
4 deal with. So part of protecting you or anyone else that works  
5 at Starbucks is every single one of you have a right to have  
6 your own voice and have your own position. And we respect  
7 that, we always have. But we also have to train our management  
8 teams on what they can do, what they can't do. So for example,  
9 TIPS (indiscernible). If you're a manager and you've never  
10 been in the situation before, you may not know the definition  
11 of what that is so you wouldn't know if you were actually doing  
12 one of those four things. And so part of what we need to do as  
13 a leadership team is train our management team on what's legal  
14 and what's not. So if that's what you're saying, is that  
15 you've seen people on Dunes (phonetic) calls and we're  
16 educating our store managers on the legality of what their  
17 roles are, I hope that that's something you would want us to  
18 do, make sure that we're protecting you and we're protecting  
19 the store managers so that they're not doing anything that  
20 makes you or anybody else that works at Starbucks feel  
21 uncomfortable for the situation if you choose you want to be in  
22 it, whatever that choice might be. So I don't know if saying  
23 if you have a better recommendation on how to help train our  
24 managers or help train management staff, I'm -- I'd love to  
25 work with you because I don't know either. But it's not -- I'm



1 not trying to hide anything from you; nobody here is. We're  
2 trying to train our managers to have legal -- legal -- legally  
3 development and meaningful conversations and relationships with  
4 some of their partners. So I -- again, I'm open to whatever  
5 other ideas you guys have. I'd certainly like to hear them.  
6 But I hope that doesn't come across as that we're trying to do  
7 something that is not right. Because I -- did I hear you  
8 wrong?

9 UNIDENTIFIED SPEAKER: (Indiscernible).

10 ROSEANN WILLIAMS: I just want to make sure I heard  
11 because I really don't want to do something that's not right.

12 UNIDENTIFIED SPEAKER 5: I mean, I don't think it's  
13 necessarily right to prevent -- something that I see a lot at  
14 my store is people are afraid of retaliation. Like, that's a  
15 very, very common theme that I hear. What we want more in  
16 (indiscernible) getting involved with any kind of movement at  
17 all that might bring about more worker democracy. And I  
18 (indiscernible) when my workers feel afraid of retaliation. It  
19 says something about the structure of (indiscernible).

20 ROSEANN WILLIAMS: Hello. Come on in.

21 Sorry, I didn't mean to -- I didn't mean to cut you off.

22 Have a seat. Welcome.

23 I just wanted to make sure I heard you, that's all.

24 Because I -- I wasn't sure of the question is we were doing  
25 something that you thought that we shouldn't be doing and we

1     need to know something. And what I was trying to say, we're  
2     trying to do what we think the right thing to do is that we  
3     support our managers to have the right conversations with our  
4     partners.

5             Now, if you think you have a situation, then you can talk  
6     to Emily afterwards if you want. If you have a situation and  
7     you would like a voice and you feel like one of your partners  
8     are in fear of retaliation, we need to know that because that's  
9     actually against our company policy. So if that is in fact  
10    going on and we don't know about it, we can't do anything about  
11    it. So minus -- minus the situation or not, retaliation at  
12    Starbucks is against our company policy, no matter what the  
13    situation is. And so if in fact that is happening, and you  
14    know people that feel that way, please confidentially  
15    (indiscernible) out. I think it's a compliance hotline number  
16    that you can call that's confidential. But we certainly, no  
17    matter what (Indiscernible) you know, sexual harassment,  
18    retaliation, discrimination in any way, those are all against  
19    our company policy. So nothing can be, you know -- if that's  
20    happening we need to know about it, because that's -- that's  
21    not who we are.

22             UNIDENTIFIED SPEAKER 3: That's a common thing --

23             ROSEANN WILLIAMS: Where we have -- if you have people  
24    that feel like that, please have them speak up or call the  
25    confidential hotline so they can feel comfortable, they can

1 speak up. And somebody can deal with -- address what their  
2 concerns are. Okay?

3 UNIDENTIFIED SPEAKER 5: Thanks for your response to that.

4 UNIDENTIFIED SPEAKER 3: It was really great to hear you  
5 say that, though, just because that's such -- there's so much  
6 fear. Everybody is scared of being fired, of being -- of  
7 losing their jobs if they support the union. People are  
8 terrified. They heard about what happened in Philly with  
9 people getting fired. They're terrified. So this is not an  
10 individual problem, this is a company problem that I think --

11 UNIDENTIFIED SPEAKER 7: (Indiscernible).

12 UNIDENTIFIED SPEAKER 3: -- deserves a much bigger  
13 response because people are -- they have too much on the line  
14 and they can't lose their jobs but they support -- a lot of  
15 people support this but they can't lose their jobs and they're  
16 terrified.

17 UNIDENTIFIED SPEAKER 7: I know a lot of people who are  
18 also scared from the first attempt in 2006, 2007, in New York  
19 City. There was a coworker who was fired and then rehired.  
20 Under this -- the accusation of them being fired was because  
21 they were supporting the union; Starbucks' official response  
22 was that that was not part of it. But I know a lot of people  
23 who are even scared of that. And this is the (indiscernible)  
24 response from Starbucks on the imaginative effort that seems to  
25 go into it from Starbucks to high (indiscernible) news from

1 that, because most of the news that you can find from that is  
2 like a single or (indiscernible).

3 DEANNA PUSATIER: I do -- I want to comment on our whole  
4 day, too. So what we share at the beginning, we mean  
5 (indiscernible) in terms of every single partner's voice in  
6 this company matters. It's one of my favorite things about  
7 working for Starbucks, right? We -- you know, we're in a place  
8 where, you know, we can say that we're (indiscernible) people  
9 and we have all kind of different people. But it doesn't  
10 change the fact that we're here as partners together. So just  
11 know that, and know that every single partner's experience  
12 matters. Their -- their voice matters. We're here to listen  
13 to that.

14 And to that, and I also want to make sure that we get to  
15 use it and you can try to use it. So I'd love to hear what you  
16 have to say.

17 UNIDENTIFIED SPEAKER 2: So I just want to just preface  
18 this by saying, like, you said that you want the managers --  
19 the store managers to be, like, protected. And like, I have a  
20 amazing store manager, I think maybe the best in the district.  
21 So I just want to say, like, she's great and we've had  
22 conversations that are really good.

23 UNIDENTIFIED SPEAKER 5: The people at OD would say ours  
24 is better.

25 UNIDENTIFIED SPEAKER 2: I don't want to --

1 (Simultaneous speech)

2 UNIDENTIFIED SPEAKER: But I think my whole question is --  
3 I think my question is in terms of who's advising them and  
4 making sure they're protected. There's a lot of people who  
5 would know about unions and know about labor law and there's a  
6 lot of different folks, like you know, from like Brittany  
7 Sanders (phonetic) and (indiscernible) to labor side lawyers  
8 instead of union besting lawyers. And I don't know who  
9 Starbucks is working with here, and I'm also interested in  
10 knowing that. But I think, so Starbucks has definitely given  
11 their diversity and inclusion awards, which if you go into  
12 (indiscernible) to Littler Mendelson, which is a anti-union law  
13 firm. And I don't know if it's Littler or if it's a different  
14 law firm here; but why does Starbucks hire, like, anti-union  
15 folks to train managers on how to talk to us rather than pro-  
16 union folks who would be able to protect and like, establish  
17 the same guidelines for what people should be doing or not  
18 doing. But instead of taking from an anti-union stance, speak  
19 it from a truly democratic stance?

20 ROSEANN WILLIAMS: Thank you for sharing that. You know,  
21 part of (indiscernible) in all honestly, we don't know the  
22 future (indiscernible) right now, and I don't have a response  
23 to that. But what I would say, is it is (indiscernible) which  
24 is we just want to make sure that everyone is -- it's really  
25 not about anybody being anti or pro anything. It's just really

1 about making sure that we're following the law in terms of what  
2 we can or can't say. And so it's actually not anti or pro, any  
3 training we're providing our store managers. It's just making  
4 sure that we're following the law. And that's really what it  
5 is. And you know, this is a moment, I'll tell with you -- I'll  
6 tell you, my (indiscernible) is to be as open and transparent  
7 as possible. So to continually tell you I don't know, it's  
8 really out of my comfort zone because I want to be able to  
9 share as much as I can. But I also want to obey the law, and  
10 that's important.

11 UNIDENTIFIED SPEAKER: Like, I think we can all agree that  
12 there are a lot of laws in this country that are really messed  
13 up. Like, Texas just passed a law that makes it virtually  
14 impossible for a woman to have abortions. Like --

15 UNIDENTIFIED SPEAKER: (Indiscernible) yesterday about  
16 that --

17 UNIDENTIFIED SPEAKER: This could be the difference  
18 between -- this could be the difference between following the  
19 law and having more conscience. And recognizing that the law  
20 doesn't actually support building space (indiscernible).

21 UNIDENTIFIED SPEAKER 5: I think, like, so the fear of  
22 retaliation I think is a big problem at my store as well. And  
23 I just think, like, a statement from Starbucks to all the  
24 partners that lets them know, like, there will not be any  
25 retaliation towards you for joining or supporting the union in

1 any way. You know, that will be totally unacceptable. I  
2 think, like, partners need to hear that from the company as you  
3 discussed.

4 UNIDENTIFIED SPEAKER: That's also what the fair election  
5 principles are. Like, I know you all said you can't comment  
6 about them directly right now. But that's what the fair  
7 election principles (indiscernible) asking Starbucks to sign  
8 would provide because that sets a higher standard for making  
9 sure that everyone has a democratic choice without  
10 interference.

11 UNIDENTIFIED SPEAKER: A lot of the fair election -- fair  
12 election policy (indiscernible) started on top of that.  
13 They're matched to the (indiscernible) that's been sitting in  
14 congress for an extended period of time because it's  
15 continuously fought by anti-union groups, including Littler  
16 Mendelson which Starbucks -- if they're not using them for  
17 right now, Starbucks does (indiscernible) by Littler Mendelson.  
18 So it's -- I feel that it is within Starbucks' not only ability  
19 but responsibility to reiterate that they're going to follow  
20 the law because it is the law to not retaliate against people  
21 organizing a union. But we've all (indiscernible) we've heard  
22 from Starbucks -- officially was Starbucks -- frankly,  
23 Starbucks was gaslighting us, telling us that we don't need a  
24 union in their official statement. While we had just put out a  
25 massive -- a massive letter to Heather Dawson with signatures

1 of almost 50 people around the -- around the district and we've  
2 -- Starbucks Baristas United followed petitions for three  
3 different stores. And the only official statement we have is  
4 still saying we don't feel that unions are necessary to get in  
5 Starbucks for (indiscernible) by the partner's company. So I  
6 think what a lot of people are trying to say is that there's  
7 plenty of things that Starbucks can do that are within the law,  
8 and -- but Starbucks hasn't done. And the things that  
9 Starbucks hasn't done is kind of speaking more than what  
10 Starbucks is doing right now.

11 ROSEANN WILLIAMS: So I appreciate all of the energy and  
12 passion that you're -- for those of you that are speaking and  
13 want more information around labor and labor unions. What I  
14 would -- what I would reiterate is what you just said, is we  
15 actually do have a position. Where we feel like for 50 years,  
16 our partner for work policies we believe is the best way  
17 forward to create a work environment where the shortest  
18 distance between your partner, which is why we're having these  
19 listening sessions and why we do have them. Again, I'm sorry  
20 that some of you haven't had a chance to do them before. You  
21 also (indiscernible), we constantly update our total pay and  
22 rewards benefits, including the most generous benefits package  
23 in retail. So we honestly believe when we say that we don't  
24 believe our partners need unions to speak on their behalf  
25 because we believe that speaking to our partners directly is



1 the best way that we can listen. So we're not trying to be pro  
2 or against, we are trying to say that our approach to partner  
3 experience has also been this, has been talking with one  
4 another. It's about having open dialogue and being in --  
5 communicating with one another. It's about asking for help  
6 when you need help. It's about getting ideas and sharing ideas  
7 about how to create a very nice work environment. So it's not  
8 that we're trying to skirt around things, that's actually what  
9 we honestly believe. And again, I've been in -- I've been a  
10 partner for 17 years and we follow the rules, it's the same  
11 approach no matter what country we've been in. Is we believe  
12 that the environment that we try to create is one of trust, is  
13 one of respect. It's one that every single one of you have a  
14 voice in this room that we want to hear. And whether you're  
15 pro union or anti-union it really doesn't have anything to do  
16 with what Starbucks is. It is we are a company that's trying  
17 to do the very best job we can to build a kind of company where  
18 we all feel like we can sit around and have a conversation. So  
19 I'm happy to hear the union questions and happy to hear the  
20 commentary on what Starbucks should or shouldn't do in a  
21 political environment. What I'm trying to also make sure that  
22 we have room for is that those partners that want to share what  
23 their experience is that doesn't maybe necessarily have  
24 anything tied to a union or not a union. I'm also interested  
25 in hearing you to say what is your partner experience like and

1     what can you (indiscernible) how you were. I know by talking  
2     to one or two of you saying this is the best job you've had and  
3     you love working with your store manager. I'd love to hear  
4     more about what makes this a great job for you, or why do you  
5     like working with your store manager, because that's actually  
6     the partner who -- that's the partner experience that we're  
7     trying to learn from. So I'm not taking anymore questions  
8     around the union. That is -- that is a piece of what your  
9     individual right is and we completely respect that. And we  
10    support you in whatever your personal decision is. And we also  
11    have a company and a culture that we're trying to build that  
12    include pro -- people that are pro-union and people that may  
13    not be pro-union. And that's a place -- one of the things I  
14    love about Starbucks is you will respect who you are and what  
15    your personal opinion is, as long as you're not (indiscernible)  
16    anybody else's rights, right? Certainly will not tolerate that  
17    either. But this is the place where everybody is welcome and  
18    (indiscernible). So I just want to make sure we open that up  
19    for everybody else as well.

20           UNIDENTIFIED SPEAKER: I mean, on the non-union front.  
21    I've only been with the company for a little over a month and  
22    part of the reason why I was interested in the union was  
23    because the -- when I was being onboarded, I found out about  
24    the partner (indiscernible) questionnaires. And the first and  
25    the only things that I ever heard about that were from

1 (indiscernible) long-time partner saying, don't bother filling  
2 that out, they aren't listening to you. On top of the fact  
3 that there's multiple offering partners who have never been in  
4 a listening session, I think that that kind of adds to the  
5 reason why people are here specifically about the union  
6 because --

7 ROSEANN WILLIAMS: That's correct. I get it.

8 UNIDENTIFIED SPEAKER: -- it feels that Starbucks isn't  
9 holding up to the policies that they're saying they do.

10 ROSEANN WILLIAMS: I hear you.

11 Did you have a question, I'm sorry.

12 VINCE: I just -- I just wanted to speak. My name's  
13 Vince.

14 DEANNA PUSATIER: Hi, Vince.

15 VINCE: Hi. I've been with the company for the better --  
16 about seven years. And in that time -- your initial question  
17 at the beginning of the session was what somebody liked about  
18 Starbucks. When I -- I left for a little bit in April and I  
19 was away from Starbucks for a couple months. And when I was --  
20 I had that time to think back on, like, what I had done here.  
21 The only thing that, like, really meant anything to me was that  
22 I got to watch other partners grow and I got to watch the  
23 (indiscernible) you guys have given people to change people's  
24 lives. And I really have seen people, like, turn their whole  
25 life around just because of opportunities you guys have

1 provided. And I want to thank you guys because you guys really  
2 have provided a lot of stuff that other places aren't giving.  
3 And I just want to -- I just want to, like, speak out and say  
4 that that's how I feel. Like, I really have, like, seen it in  
5 action, I've seen people, like, become educated. Like, a  
6 person who comes to a place where, like, they're stable and  
7 sufficient and (indiscernible) still. I guess just thank you  
8 guys.

9 ROSEANN WILLIAMS: Thank you. And what benefits are most  
10 beneficial? What benefits --

11 VINCE: I've seen people, like, go -- I've seen -- right  
12 now -- I came back to go to school, so that's why I --

13 ROSEANN WILLIAMS: (indiscernible)?

14 VINCE: Yeah, I came back to SU.

15 ROSEANN WILLIAMS: Awesome.

16 VINCE: And I -- because I had seen other people do it, I  
17 had seen people get nursing degrees and other degrees through  
18 SU. I had seen people start out as baristas and they were --  
19 they just seem so lost, and I was so lost the first day I  
20 started. I got to see them progress and grow and like, become  
21 supervisors. And like, be able to like, build skills and  
22 (indiscernible) and progressed and move forward with their  
23 lives. And I've seen people build real life skills here. And  
24 that's something that's really valuable that I think that we  
25 need to be very careful about in a time like this.

1 ROSEANN WILLIAMS: Are we still doing that here?

2 VINCE: It's -- there are (indiscernible) you know what I  
3 mean?

4 ROSEANN WILLIAMS: Yeah, that's fair.

5 VINCE: And that's part of it, is people need to have bad  
6 days though sometimes to like -- to build those skills, so  
7 those skills (indiscernible) on the best days. I think that if  
8 anything the only thing I would say is that you could all do a  
9 better job about, like, trying to engage more with each other  
10 like we are now. And to get -- on your guys' end to help us  
11 understand what the resources available are and how to access  
12 them; and trying to do a better job of getting the partners --

13 ROSEANN WILLIAMS: More educating.

14 VINCE: -- to engage in all of the benefits that we have.  
15 SO that they understand, like, what's available to them.

16 UNIDENTIFIED SPEAKER: Yeah, because there are a number of  
17 partners at our store who don't know.

18 ROSEANN WILLIAMS: Don't know about benefits?

19 UNIDENTIFIED SPEAKER: Like, don't know anything that's  
20 going to ultimately --

21 ROSEANN WILLIAMS: Like (indiscernible).

22 UNIDENTIFIED SPEAKER: Like, older partners. Like, I'll  
23 need this and this and this and this. And you're like, wait,  
24 what? So like, that would actually be, like, total  
25 transparency on that. I don't know if it's a manager thing, or

1 a higher than that thing. I'm just a barista, I don't know.

2 DEANNA PUSATIER: It's an all of us thing.

3 ROSEANN WILLIAMS: Yeah.

4 UNIDENTIFIED SPEAKER: But like, as soon as you get hired  
5 in, the manager should at least know what they present to the  
6 new hire. Like, health benefits. I don't have health  
7 insurance through here, but I know some of my partners do, I  
8 don't know how good it is. Like it's --

9 UNIDENTIFIED SPEAKER: (Indiscernible).

10 UNIDENTIFIED SPEAKER: And the ASU thing. And then stupid  
11 little things like the Spotify, the Headspace, the Lyra  
12 (phonetic) is amazing, but nobody knew about that. And given  
13 the last year and a half of everybody's lives, that was one of  
14 the most important things for me, coming back to. I needed  
15 that, and I feel like a lot of people need that more than they  
16 know but they don't know how to reach out and get it. So like,  
17 that's -- I'd like to see that a little more from management to  
18 us.

19 ROSEANN WILLIAMS: So better communication --

20 UNIDENTIFIED SPEAKER: Yeah, just a little --

21 ROSEANN WILLIAMS: -- on everything that's available.

22 UNIDENTIFIED SPEAKER: Yeah. Because -- and there are,  
23 like, tiny, tiny, itty bitty things. Like, did you all know  
24 you've discounts at Expedia using partner numbers? Yeah. No?  
25 Yeah, so that's a thing.

1 UNIDENTIFIED SPEAKER: And your wireless phone bill  
2 depending on your provider? Yes.

3 UNIDENTIFIED SPEAKER: Yeah. I mean, I get 20 percent off  
4 my cell phone bill with my numbers. You get discounts on  
5 almost everything with those numbers, but nobody knows.

6 UNIDENTIFIED SPEAKER: Okay. I'm going to give you the  
7 website thing.

8 UNIDENTIFIED SPEAKER: Yeah, but it's like, how many in  
9 our store know that? Like, you and I?

10 UNIDENTIFIED SPEAKER: It's a little like -- yeah, I was  
11 going to say. You need to say more about that. Especially the  
12 (indiscernible) like a post or something that they can send  
13 out, (indiscernible) everything.

14 UNIDENTIFIED SPEAKER: Yeah. Yeah, what is it? Works at  
15 work I think it is.

16 UNIDENTIFIED SPEAKER: Yeah. Just have a poster of  
17 everything you can get, maybe. Because some people like to see  
18 the visuals. And so like reading it on like a screensaver and  
19 stuff like that, I (indiscernible) do that. It is a lot just  
20 to --

21 UNIDENTIFIED SPEAKER: I'm going to go back and copy it  
22 and have to get back on the floor.

23 UNIDENTIFIED SPEAKER: Yeah, and get right back on the  
24 floor. No one sits there and really reads all that stuff. I  
25 think if it was, like, right in front of you, like on a poster

1 or big enough or something like that. I feel like they'll  
2 read.

3 UNIDENTIFIED SPEAKER: Because that is one of my favorite  
4 things. Just the amount of things that are available outside  
5 of work. Being at work is different. I love my job. I love  
6 my job, I love the coworkers. Customers are a different story.

7 ROSEANN WILLIAMS: Tell us more.

8 UNIDENTIFIED SPEAKER: But outside -- well, the -- people  
9 in Williamsville are full of them themselves.

10 UNIDENTIFIED SPEAKER: Only Williamsville?

11 UNIDENTIFIED SPEAKER: Okay. People in Western New York  
12 are a little full of themselves.

13 UNIDENTIFIED SPEAKER: We're getting broader, you know.

14 UNIDENTIFIED SPEAKER: It's -- well, I work in  
15 Williamsville but not everybody else does, and I don't want --  
16 we all have our problems with these -- our customers. And  
17 somehow it's our fault that their days are -- or their lives  
18 are miserable and because we don't have -- let's say we don't  
19 have a certain syrup, they have to get mad at us because we  
20 can't make their stupid TikTok drink. And that's what makes --  
21 that's what makes coming to work -- that's why I dread coming  
22 to work, something I don't want to deal with. But I'm  
23 surrounded with people who are like, we got your back, we're  
24 here for you. So like, that is my favorite part of my job.  
25 This is the longest I've ever held down a job and I'm going to



1 -- I'm probably going to be a lifer, that's fine. It's fine,  
2 it's fine because I really do, I do like it. I love the perks,  
3 I love the people. When I move with -- when I finally move  
4 with my partner, I'm going to transfer. I'm going to take it  
5 with me. I'm not even going to look for another job, I'm just  
6 going to do this until I can't.

7 ROSEANN WILLIAMS: Well, I hope it's a long time if you  
8 love what you do.

9 UNIDENTIFIED SPEAKER: It's an amazing -- it's an amazing  
10 job. But like, they can be a little -- they're -- hang on a  
11 second. Metrics, like when we -- when our shifts look at how  
12 many customers we've had for a half hour, it's only the number  
13 of customers, each one of those drinks could -- each one of  
14 those customers could have ordered, like, 10 drinks, and that  
15 is not shown. I feel like that should also be shown because  
16 that's the real -- how many drinks you made is the real metric,  
17 not how many customers you've served. You know, like, even  
18 McDonalds does number of burgers rather than number of people.  
19 So that's me saying I think corporate -- corporate, more higher  
20 ups, because I know that you all are not in charge of call --  
21 like, making these calls. I understand that. You guys are the  
22 cool guys talking to us. Again --

23 ROSEANN WILLIAMS: Well, actually some of us do make those  
24 calls. I have to take full accountability for that. It's my  
25 fault.

1 UNIDENTIFIED SPEAKER: That would be a really good metric  
2 to add. Not -- you know, not -- keep the number of customers,  
3 keep the amount of money, and then the number of drinks that  
4 were made per half hour.

5 ROSEANN WILLIAMS: I agree, that's a great idea.

6 UNIDENTIFIED SPEAKER: And that -- because that help --  
7 does that help the, like, the managers put together the  
8 schedule, the amount of labor that we're allowed to have?

9 ROSEANN WILLIAMS: Yeah, it's actually the number of  
10 transactions.

11 UNIDENTIFIED SPEAKER: Is it the number of transactions?  
12 Okay, so it's essentially the --

13 ROSEANN WILLIAMS: So it is based on the transactions,  
14 yeah.

15 UNIDENTIFIED SPEAKER: Okay.

16 ROSEANN WILLIAMS: Like a cold beverage has a certain  
17 number of seconds attached to it, a hot beverage, a cold  
18 beverage, a food item, cleaning, they all have a time.

19 UNIDENTIFIED SPEAKER: Okay, so that is all taken into  
20 account?

21 ROSEANN WILLIAMS: It is.

22 UNIDENTIFIED SPEAKER: Okay.

23 ROSEANN WILLIAMS: And actually, that's one of the places  
24 Deanna worked was in Seattle on the (indiscernible) services  
25 team, so she got lots of experience and all those types of

1 questions that she could have answers for.

2 UNIDENTIFIED SPEAKER: Because I honestly thought it was  
3 just by number of customers. I did not --

4 ROSEANN WILLIAMS: Now, there -- something you brought up  
5 that I think is a really important topic and we're wrestling  
6 with and I've love to get your ideas on it. And in fact I ran  
7 into a customer just this morning, that TikTok customer. I  
8 said, wow, that drink looks really interesting; I said, what is  
9 it? She goes, I have no idea. I read it on TikTok so I  
10 thought I'd try it. So we don't know -- what have you guys  
11 found to work in your stores because we don't know what to do  
12 with the TikTok, right? We don't come up with TikTok, we don't  
13 make those beverages, we don't do recipes.

14 UNIDENTIFIED SPEAKER: We don't have the recipe cards.

15 ROSEANN WILLIAMS: Yeah, we don't have the recipe cards.  
16 And so we're trying to figure out a way -- because we love  
17 people on TikTok making the drinks, but we don't know how to  
18 best support you guys in doing that. Have you guys found  
19 anything that helps you with that, or what can we do  
20 differently to help with TikTok beverages? Because I don't  
21 think we can stop them, but I also don't want them to drive you  
22 crazy.

23 UNIDENTIFIED SPEAKER: A customer --

24 ROSEANN WILLIAMS: It's not fair.

25 UNIDENTIFIED SPEAKER: A customer actually recommended to

1 me that we need electronic menu boards with all of the new  
2 TikTok drinks posted on them --

3 ROSEANN WILLIAMS: Great idea.

4 UNIDENTIFIED SPEAKER: -- so that customers can just point  
5 and say I want that one. It doesn't help us, but it helps  
6 them.

7 ROSEANN WILLIAMS: Yeah, that's (indiscernible) talking  
8 about today.

9 UNIDENTIFIED SPEAKER: It does.

10 UNIDENTIFIED SPEAKER: It doesn't help us because they go,  
11 I want this one. And I'm like, well, that's terrific. I  
12 already know how to make 750,000 drinks. But I'll try to focus  
13 on that one.

14 UNIDENTIFIED SPEAKER: Can I -- just because I know you've  
15 had your hand up.

16 ROSEANN WILLIAMS: Well, I will -- yes.

17 UNIDENTIFIED SPEAKER: I was going to say --

18 ROSEANN WILLIAMS: And she did earlier. Yes, okay.

19 UNIDENTIFIED SPEAKER: So all the (indiscernible) first  
20 and (indiscernible). But (indiscernible). So I know the  
21 TikTok drinks, I feel like for our store hasn't been -- like,  
22 there's always a new drink every week, there's always something  
23 new. I always -- no one has a problem turning their phone on  
24 and saying -- I was like, hey, do you have a screenshot of the  
25 recipe; because they write it all out on the TikTok and that

1 makes it easy for me. And then I'll --

2 ROSEANN WILLIAMS: So the customer actually has it on  
3 their phone?

4 UNIDENTIFIED SPEAKER: They usually will show me --

5 ROSEANN WILLIAMS: Okay.

6 UNIDENTIFIED SPEAKER: Like, at least at our store, they  
7 show us the phone and they're like, can you make this? Do you  
8 have anything for that? And then I read through the recipe and  
9 I'm like, okay, well, we're out of hazelnut but we can do this  
10 instead.

11 ROSEANN WILLIAMS: Right.

12 UNIDENTIFIED SPEAKER: And that usually isn't a problem.  
13 I'm like, do you mind holding that there while I type it in.  
14 So I'm like, this isn't a normal drink; they have no problem  
15 for transparency. I'm saying, like, hey, I've never seen this  
16 one before but we're going to make it. Is there any  
17 specific -- or like, did they say in the TikTok any specific  
18 way to make it or anything that's not written here? Usually  
19 it's all written, so.

20 ROSEANN WILLIAMS: Okay. I never --

21 UNIDENTIFIED SPEAKER: (Indiscernible) something like --  
22 because we can't have handwritten notes, but that's something  
23 that we change easily, that would be really cool. But I'm kind  
24 of going back to your original question of what we liked, our  
25 experience so far. I mean, I've only -- I started in June as a

1 shift, so my experience is not the same as everyone's barista  
2 experience because my barista experience is only like a week  
3 and a half. But for me, I would say, like, the atmosphere that  
4 my store has created. I mean, I can speak for my store. And  
5 the other stores, a couple of them that I've been to have been  
6 amazing, the people, the energy. And the fact that when we sat  
7 down we were first going over stuff we do about benefits, there  
8 are a couple things that we do go over, talking about like,  
9 (indiscernible) and those things I never had (Indiscernible)  
10 about. I transferred from (indiscernible) before Starbucks, so  
11 at least I had barista experience. Essentially (indiscernible)  
12 is like, you're going to get your paycheck, we'll give you some  
13 (indiscernible). I worked for the entire pandemic, I did not  
14 get a day off, I had full-time schedule and had to work full  
15 time. So it was really rough when the company was like  
16 (indiscernible) things. It was kind of like, well, we just  
17 can't do that, it's just not possible, so.

18 ROSEANN WILLIAMS: A manager said that?

19 UNIDENTIFIED SPEAKER: Yeah. Well, not at this -- not at  
20 Starbucks, but at --

21 ROSEANN WILLIAMS: I don't need to know which, I'm just  
22 trying to figure out where the messaging is coming from so we  
23 don't have different --

24 UNIDENTIFIED SPEAKER: Yeah. So like, essentially, like,  
25 my father was diagnosed with cancer and I asked for a day off

1 and my manager said, well, I don't have anyone else here for 12  
2 hours so you can try to find someone but I can't really give  
3 you a day off, unless you want (Indiscernible). And that's  
4 when I started looking for a job at Starbucks.

5 But it's night and day compared to my experience from  
6 other jobs and what I have now. I guess the question for  
7 (indiscernible) was, I mean, it's pretty fast, I'm not going to  
8 lie.

9 ROSEANN WILLIAMS: We learned that.

10 UNIDENTIFIED SPEAKER: Yeah, it is -- it's a lot.

11 ROSEANN WILLIAMS: The shift supervisor part or the  
12 barista part or both?

13 UNIDENTIFIED SPEAKER: Both.

14 UNIDENTIFIED SPEAKER: Both of it condensed, yeah.

15 UNIDENTIFIED SPEAKER: I got, like, one practice shift  
16 position and then I was running shifts every day. So it was  
17 very accelerated. But I guess the one question I have, because  
18 labor and (indiscernible) at our store, at least  
19 (indiscernible) especially with the launch, it was insane. I  
20 know that the manager is supposed to have like -- you know,  
21 they would make some adjustments if they were (indiscernible)  
22 the launch, the week after. And that's almost normal. But I  
23 don't know if you can answer this, but is there any incentives  
24 that the store managers, district, anyone gets for being under  
25 budget for labor or (indiscernible)?

1 ROSEANN WILLIAMS: Absolutely not. No. If anything, it's  
2 we want to make sure we use all of it.

3 UNIDENTIFIED SPEAKER: Okay. Because the only reason I  
4 ask is because I feel like on the launch and like, even weeks  
5 before that, like, recently, I feel like there's been such a  
6 push to cut hours, and I feel as a barista and then as a shift,  
7 I was like, I don't know where we're (indiscernible). Like,  
8 that's where I'm confused, it's like I don't know why we're  
9 (indiscernible) hours, but I feel you (indiscernible) other  
10 people. It's insane and then the launch happened, I was like,  
11 I feel (indiscernible). So I just wanted to ask --

12 ROSEANN WILLIAMS: Yeah, there's no incentive --

13 UNIDENTIFIED SPEAKER: -- because I know (indiscernible)  
14 things like (indiscernible) or for waste of food so they  
15 wouldn't make extra food because, well, if we sell out we sell  
16 out which is not something we do at Starbucks unless we have  
17 it. But if we're under budget on waste they would get bonuses.  
18 So that's why I wanted to ask.

19 ROSEANN WILLIAMS: Either -- you don't get a bonus if you  
20 spend more or less. There's no bonuses connected to labor,  
21 ever.

22 UNIDENTIFIED SPEAKER: Right.

23 ROSEANN WILLIAMS: And the reason is because  
24 (indiscernible). Because some people are very motor -- metric  
25 driven and money motivated, and some people aren't. But



1       there's never -- there's never any incentive tied to how much  
2       labor you use in your store, ever. Above what's forecasted,  
3       the schedule is (indiscernible).

4               UNIDENTIFIED SPEAKER: Okay, great. I just wanted to ask  
5       because --

6               ROSEANN WILLIAMS: Yeah.

7               UNIDENTIFIED SPEAKER: -- I don't know, just -- like, I  
8       guess as a perspective. Like, it -- I just -- it's something  
9       that was kind of in the back of my mind (indiscernible).

10              ROSEANN WILLIAMS: (Indiscernible).

11              UNIDENTIFIED SPEAKER: Do they have, like -- because I  
12       mean, even recently we have someone scheduled to train a new  
13       partner like the second day after launch, at night until 9 p.m.  
14       And I only have one other partner that was just fresh out of  
15       training with me. And this person that was training was not  
16       trained. So I was confused why they -- and they weren't put in  
17       as training hours. So I was confused on why they were  
18       training. And I was like, I don't know why they're not using  
19       trained people. (Indiscernible) person. So it's just very  
20       strange. That's why I (indiscernible) more minutes, because it  
21       was something recently that I've seen happening that I don't  
22       think is supposed to be happening.

23              DEANNA PUSATIER: Did you talk to your store manager?

24              UNIDENTIFIED SPEAKER: One of my coworkers, I believe,  
25       did.

1 DEANNA PUSATIER: Okay.

2 UNIDENTIFIED SPEAKER: It came to find out that that  
3 person, she wants to be the trainer. I was like, that's nice,  
4 but we shouldn't still put the trainer -- because the person  
5 who trained me was off that day. She was like, I could have  
6 worked and trained the new partner. I was like, that's nice.  
7 I don't know what happened. It was just a weird thing. And it  
8 was like I just had one person for coverage on my floor. And  
9 especially on the launch day, it was way too strange for me to  
10 (indiscernible).

11 ROSEANN WILLIAMS: I will say one of the things I've  
12 noticed just dealing -- in dealing with (indiscernible) the  
13 past few months is that we certainly have certain areas of the  
14 country that are having more staffing challenges than others  
15 and you're experiencing one of those markets. We actually back  
16 in May added 36 additional recruiters to each regional vice  
17 president, who added recruiters where they wanted to because we  
18 knew starting -- coming into summer that there were certain  
19 parts of the country that were experiencing -- we couldn't hire  
20 enough partners to keep up with the business. We -- our  
21 turnover is exactly the same as it has been before the  
22 pandemic, but because the business has been ramping, there's  
23 not enough employees, right, to hire. It's not just Starbucks,  
24 it's everywhere. Everybody's got a help wanted sign up. So we  
25 added those recruiters; and now what we're finding is even

1 after we added those recruiters, they were hiring a lot of new  
2 partners. There's a lot of new partners, and so training those  
3 new partners has now become a challenge in some stores. So now  
4 we're trying to figure out if we have a lot of new partners in  
5 stores which we need because we need all the great people we  
6 can get. Then how do we help with additional training options.  
7 So whether it's training in a different store where they might  
8 have more trainers. Whether it's using a store that closes  
9 early in the evening so we can train partners at night.  
10 Because when you have this many new partners, it is hard to get  
11 enough trainers to train quick enough. So Deanna, and Emily  
12 and team, who were working over the last couple of months on  
13 different approaches being able to train more people more  
14 quickly. So that we can get our staffing levels back where we  
15 need to get ready for the holiday season. And it's the same  
16 approach that we're using in other areas of the country that  
17 are having similar challenges. So all the regional directors  
18 are working together with one another to share their ideas. So  
19 you might see some of that stuff coming up too. We're learning  
20 -- we're learning different things in different markets. But I  
21 think one of the reasons somebody's training someone they're  
22 not supposed to be is because there wasn't somebody scheduled  
23 to train with them. We'll check into that.

24 UNIDENTIFIED SPEAKER: Right. So I mean, like, I know it  
25 was one of those things where it (indiscernible) brought up to

1 managers. Well, I was (indiscernible) two partners and neither  
2 of them (indiscernible). And I was like, (indiscernible). I  
3 also mentioned a couple times where like, the trainer will be  
4 scheduled for the new hire's shift and then there's no one --  
5 like, where it's like --

6 ROSEANN WILLIAMS: No one left.

7 UNIDENTIFIED SPEAKER: -- now the trainer is picking up  
8 the other half, which if anyone (indiscernible) available, but  
9 they're not available. That's why just for my personal  
10 experience (indiscernible).

11 ROSEANN WILLIAMS: Yeah, you were going to say something?

12 DEANNA PUSATIER: Yeah, I just -- I see your hand raised.  
13 I also saw your hand raised earlier, I just want to make sure  
14 we get to you. And then --

15 UNIDENTIFIED SPEAKER: Yeah. I was just kind of like  
16 piggybacking off, like, staffing shortages and benefits. When  
17 I started five years ago, I was fully informed of all the  
18 benefits that we have, partner perks, the coffee  
19 (indiscernible). And I was just thinking, like, because we are  
20 in such, like, a labor shortage, we're just pushing people out  
21 on the floor, waiting for (indiscernible), cutting corners,  
22 like talking about benefits and like, everything that's  
23 available to them. And like, I don't feel like we're spending  
24 enough time training and like, talking about the company with  
25 our new partners; and we're just throwing them into the floor,

1     which is like, hurting us more than helping us because then you  
2     have people that don't know what they're doing on the floor,  
3     which doesn't help.

4           ROSEANN WILLIAMS: It doesn't help you, it actually makes  
5     it worse.

6           DEANNA PUSATIER: Yeah, thank you for sharing.

7           UNIDENTIFIED SPEAKER: So I want to also join in that.  
8     I'm a barista trainer, I've been with the company for a little  
9     over two years. I originally worked at Alden and Anderson  
10    (phonetic) and recently transferred to Deleware and Chippewa  
11    (phonetic). And I have noticed, like, as a barista trainer  
12    it's very difficult when you see that certain trainers -- like,  
13    partners that you're training, some people can work like that,  
14    and then the next person definitely needs a lot more time, but  
15    there's not that time scheduled for them, because everyone  
16    learns at a different pace. And when you're training someone,  
17    you know they're not necessarily getting it right away and  
18    then, like, I'm being talked to because now there's  
19    (indiscernible) maybe it's the trainer's fault. I'm like, no,  
20    we can't necessarily use the same cut and model for every  
21    single individual because we're all different, we all learn  
22    different.

23           DEANNA PUSATIER: I just want to thank you for noticing  
24    that. You know, I was -- I'm almost embarrassed to say this.  
25    Like, I had a role where I worked on core training and

1 development. And it wasn't until I was in that role that I  
2 understood what you just described. So I wish I had met you  
3 sooner in my life. But I do think this is really important and  
4 it's a good conversation for us all to have because our new  
5 partners are starting. Just like Roseann said, you know, we  
6 hired a lot of people and they're all new. I think that we  
7 need the very best trainers that understand what motivates  
8 (indiscernible) to get them where they need to go. So thank  
9 you for that.

10 UNIDENTIFIED SPEAKER: Also, I just -- I don't know if  
11 this is everywhere or just in my store. But I know that there  
12 are baristas at my store that have, like, volunteered to be  
13 trainers and they were turned down because of, like, either  
14 their availability or other reasons. Is that, like a  
15 (Indiscernible) because she had four days of availability and  
16 she was told, like, she didn't have enough availability for  
17 training. I don't know if that's, like, true or not.

18 DEANNA PUSATIER: So I don't know about the specific  
19 situation. But what I can tell you is that at -- when we're  
20 looking at barista trainers, we want folks who are going to be  
21 available to train people the times that we need them. So I  
22 don't know about your specific situation, but it's a good  
23 question.

24 I don't know who had their hand up.

25 UNIDENTIFIED SPEAKER: Go ahead.

1 DEANNA PUSATIER: Go for it.

2 UNIDENTIFIED SPEAKER: I was going to say, (indiscernible)  
3 had their hand raised for a little while.

4 DEANNA PUSATIER: Okay.

5 UNIDENTIFIED SPEAKER: Go ahead.

6 UNIDENTIFIED SPEAKER: I just wanted to go back to  
7 something that you were saying earlier because I think -- what  
8 I think that we want everybody to know, I'll just say that I'm  
9 part of the organizing committee for the Starbucks Barista  
10 Union. And the most recurring theme that I've heard from all  
11 of the other folks on the organizing committee is that we love  
12 Starbucks and all we want is to make it better. And I think we  
13 want Starbucks to see it not as a threat or as anything, like,  
14 detrimental to Starbucks or to Starbucks' reputation because  
15 all of us think Starbucks is great, we just want to make it the  
16 best that it can be. And we think that, honestly it won't  
17 change many things, like these kinds of conversations will  
18 still happen. And honestly, union negotiations wouldn't look  
19 that different because the thing I wanted to go back to is you  
20 said something about the union speaking for us. And that's not  
21 unions work in terms of -- it's basically just a way for all of  
22 us to be able to speak for ourselves and to make sure that  
23 there's accountability and like, if a district hasn't had that  
24 kind of conversation in (indiscernible) we can negotiate labor  
25 management meetings to make sure that this kind of conversation

1 happens regularly. And then we're actually making the most of  
2 the partnership. So I think -- I just want to, I guess,  
3 clarify that this (indiscernible) to make Starbucks even better  
4 and that -- like, and partnership (indiscernible) place. And  
5 make sure that we -- not necessarily that, like, I don't think  
6 it's a reaction to Starbucks not listening; so much just the  
7 way of actually making sure, like, if we had conversations like  
8 this with the union in negotiations, then we could walk away  
9 with a document that, like, everybody could refer back to. And  
10 it would just be a way to make things more verified and to  
11 actually have things, like, (indiscernible).

12 ROSEANN WILLIAMS: Okay.

13 UNIDENTIFIED SPEAKER: You were next.

14 UNIDENTIFIED SPEAKER: Oh, thanks. Yeah, I mean, I have a  
15 question at the end of what I'm going to say. But I guess just  
16 to with what Jazz (phonetic) was saying. Yeah, every single  
17 person who is on the organizing committee, like, is pro-  
18 Starbucks. And if they're not, they don't speak to the union  
19 at all. And I know everybody loves, like, the benefits and I  
20 think Starbucks has some of the best benefits in the entire  
21 service industry. So I also applaud Starbucks on that, like,  
22 100 percent. And just like Jazz said, I just think a union can  
23 make it even better.

24 But going off of that, something Amanda (phonetic) brought  
25 up too, is like the shortages and like, that always falls on



1 us. Like, we're the -- we're in the stores day in and day out,  
2 like, telling people we don't have this or that or anything in  
3 our stores. Like --

4 UNIDENTIFIED SPEAKER: Telling people that the list of  
5 things we don't have is five times longer than the list that we  
6 do have. And then getting an eyeroll is --

7 UNIDENTIFIED SPEAKER: Yeah. So I'm just saying, like,  
8 since we're the front-facing part of that, like, when do we get  
9 answers on when things are going to be restocked or like, when  
10 we're going to have things, or how do we take that off of us  
11 since that's -- we're doing our job to the best that we can.

12 UNIDENTIFIED SPEAKER: Or even when do we get to have  
13 (indiscernible) communicated with customers, because I know  
14 part of the thing in my specific district, because it's -- the  
15 Buffalo district is (indiscernible) a bunch of different  
16 districts. But my specific DM has gone to quite a few stores  
17 and said that we're not allowed to have handwritten notes  
18 anymore, which makes it a lot harder for us to communicate that  
19 we can't make your takeout drink because we have to explain  
20 that all those items are out of stock and then when you're  
21 going by the list you have to do that one by one, so.

22 DEANNA PUSATIER: Thank you for sharing that, both of you.  
23 I appreciate that. I'm definitely sensing how difficult this  
24 is. And I do want to share, I think you probably know this;  
25 this is -- you know, it's unfortunately affecting the whole

1 industry all over, I mean really all over the world. And so I  
2 wish I could share with you when it's going to -- when it's  
3 going to change. I don't know the answer to that, I genuinely  
4 don't. And that's helpful information about the  
5 (indiscernible) piece, right. So that's -- you know, and what  
6 I'm hearing from you all is it's important for you to be able  
7 to have ways to communicate to the customer so that you don't  
8 have to do that every single time that you are out of  
9 something.

10 ROSEANN WILLIAMS: Okay. There is one thing I wanted to  
11 add to that. So I actually do track every item every day. I  
12 sit on a meeting -- we have a meeting every day with our -- the  
13 people on our supply chain. We go through every single  
14 supplier. I'll take caramel for example, we track 450 items  
15 every single day, there are various items. And we actually sit  
16 in a meeting with a planner, the person that orders everything.  
17 Walk them through how much we ordered from the supplier, how  
18 much capacity they have to -- because they also just went  
19 through COVID and they had to shut down lots of their plants.  
20 And so they're trying to open up their plants just like we  
21 opened -- reopened stores. So they're trying to get enough  
22 workers to get the warehouses and the manufacturing plants  
23 working. And so we actually track every single item, how much  
24 we ordered from each one of the different suppliers, how much  
25 of that supply they can make and what time they can make it.

1 And then how quickly we're going to get it into our -- in the  
2 CDCs. And then how quickly that's going to get into the store.  
3 So we actually have a very big group of partners that meet  
4 every day that meet every day to track those items. And it is  
5 not just Starbucks, I think anywhere you guys go you'll see  
6 that this is impacting everything. I was in the grocery store  
7 last week and I was actually shocked. Some of the things that  
8 I just would take for granted would be in a grocery store. And  
9 so we absolutely understand the point of your conversation that  
10 I just heard, or the comment was you feel like it's on your  
11 back to be able to explain to customers. So all I would share  
12 to you with that is you work at Starbucks, and for as much as  
13 we celebrate (indiscernible) upon anything at any given time,  
14 because that was our standard. Right now, we just can't buy  
15 enough, we can't get enough. We can't get enough aprons  
16 because they're made in China, unfortunately. And getting the  
17 containers because there's no containers to get and they're --  
18 one of suppliers is down. So there's lots of complexities.  
19 Well, one thing I would just share with you guys is you work  
20 for a company that is asking you just to be here. Well, if  
21 somebody comes in and you don't have caramel syrup, and they're  
22 pissed off, say guess what, drinks on me today. We're really  
23 sorry we're out of caramel, we don't actually control the fact  
24 that we can't get caramel but let me buy you something today  
25 and (indiscernible) don't feel like you have to try to -- now,

1 not for yourself maybe where customers are being aggressive;  
2 that's a whole different situation. And I think -- and we  
3 don't want to reward aggressive behavior ever. But if you're  
4 really disappointing someone, just say, look, it's on us today  
5 and just supply it for them. I mean, that -- if you  
6 (indiscernible). I guarantee that every experience or hope to  
7 guarantee that every experience you have in the store is one  
8 that makes your day a better place. And if that means buying  
9 somebody a couple drinks or a couple food items, when a couple  
10 months or a month ago and we didn't have any breakfast  
11 sandwiches and somebody would order, oh, we don't have it, no,  
12 we don't have it. Listening to you guys, just say, guess what,  
13 we're out of breakfast sandwiches. If you pick something else  
14 today we're going to buy that for you instead, and we're so  
15 sorry. Do what you want to do and you feel comfortable doing,  
16 but I don't want -- I don't want you to feel (indiscernible)  
17 feel like you have to explain things that are not -- is not  
18 even in your control, it's not within our control. And rest  
19 assured that you have a bunch of very compassionate partners.  
20 Most of them sit in Seattle, some of them sit elsewhere. But  
21 they work every day trying to figure out how we're going to get  
22 back in stock like caramel sauce, (indiscernible). Oat milk,  
23 you guys know that we came out of the gates going like this,  
24 and then all of a sudden, (indiscernible). So we've learned a  
25 lot through the pandemic. But I don't want you to feel like

1     you have to put all of that on your shoulders. Do what you  
2     want to do, be nice to your customers, and know that we'll back  
3     you up whatever that is. Because it's no fun to say I'm sorry,  
4     we can't make that because I'm out of this. Mobile order and  
5     pay customers doesn't get turned off, they order stuff and they  
6     show up and the drink's not there. So we know there's a lot of  
7     complexity right now. And also know that you have our support  
8     to do what you want to do, and what you think you need to do to  
9     make it right for the customer. Does that make sense?

10           UNIDENTIFIED SPEAKER: Yes.

11           ROSEANN WILLIAMS: Okay. And do you feel empowered to do  
12     that?

13           UNIDENTIFIED SPEAKER: I mean, honestly we're out of so  
14     many things, like, we would just end up giving everything away.  
15     Like, it would just be like constantly giving things away. I  
16     mean, I appreciate the sentiment, I don't think that's really,  
17     like, a practical solution. But I appreciate the support  
18     behind -- I appreciate you making the effort to make me feel  
19     supported.

20           ROSEANN WILLIAMS: And it may be every customer, but I'm  
21     saying in those situations where you feel like it may make  
22     somebody's day better and we just don't have it.

23           UNIDENTIFIED SPEAKER: Yeah.

24           ROSEANN WILLIAMS: I mean, I wish there was something else  
25     I could do besides just close all the stores and not have jobs

1 for people until we get back the stock. I mean, there's all  
2 sorts of things we could do that we're choosing not to do. And  
3 I hate the fact -- I hate the way (Indiscernible). I hated it  
4 when we said take the breakfast sandwiches so that we have them  
5 to sell versus putting them in the case and then throwing them  
6 away at the end of the day. I mean those are really -- they  
7 seem like stupid decisions to make, but those decisions are  
8 made by partners that care deeply about trying to do the right  
9 thing. And sometimes we get it right, I'd like to think we get  
10 it right most of the time; but sometimes we don't get it right  
11 and then we need to say we didn't get it right. We need to  
12 apologize and say we're sorry we didn't get it right. That's  
13 part of being in the company to me. And I hope we never lose  
14 the (indiscernible) of us. And there's lots of things we do  
15 that frustrate me as a partner. And all I know how to do is  
16 talk to somebody about it; talk to pro, talk to people I trust,  
17 and say, look I just don't think that's right. I think somehow  
18 we got to do better than that. What could we do differently?  
19 Do we get to talk to people like we're doing today and say,  
20 (indiscernible) ideas we have, great ideas about TikTok, just  
21 have somebody show it on their phone. Those things can help  
22 somebody else in another market because they come from ideas  
23 that you guys have already had to solve in your store.

24 UNIDENTIFIED SPEAKER: I mean, I'd agree. I think  
25 partners are ultimately the best people to make these

1 decisions. And that's why I think having the ability to, like,  
2 negotiate a contract where we're not just having sessions with  
3 listening but we have, like, accountability. That's personally  
4 why I think, like, partner -- we all know what's best. Like,  
5 we were in the stores, like, day after day. And so that's, I  
6 think, why negotiating a contract for me is essential,  
7 ultimately.

8 ROSEANN WILLIAMS: I'm -- I appreciate and respect those  
9 types of questions.

10 UNIDENTIFIED SPEAKER: Yeah, I respect your response and I  
11 appreciate you responding to that question as well. Appreciate  
12 it.

13 ROSEANN WILLIAMS: Okay. That's what we do. I don't know  
14 who's first.

15 DEANNA PUSATIER: We're going to have to duke it out over  
16 here.

17 UNIDENTIFIED SPEAKER: Yeah, I mean, like, returning to  
18 the initial question of, like, what I love about Starbucks is,  
19 like, my coworkers. Like, I -- they're like the best people  
20 ever.

21 ROSEANN WILLIAMS: Your what?

22 UNIDENTIFIED SPEAKER: My coworkers. Like, I feel like  
23 they're the best people I've met, like, in my life. And like,  
24 at my store, they're really great. And we've had -- since I've  
25 started in -- like, two months ago, we've had, like, 15 people

1 leave. And our, like, entire store size is like 22 to 25  
2 people right now. And it's not because it's hard to work with  
3 me. I think there's more difficult people than that. And you  
4 know, that kind of has, like, accelerated things. Now,  
5 (indiscernible) a lot of them were long-term partners. And  
6 then the long-term partners that were left are, you know,  
7 breaking their backs every day working eight hours on  
8 (indiscernible) their entire shift because everybody else on  
9 the floor is a green bean and still learning their positions.  
10 Then you have to be listening to the headset in case the drive-  
11 thru order person is making a mistake because they're new to  
12 their position. And then you also have to be helping out the  
13 person from CS because they don't know what things to make. I  
14 basically have seniority over half the store at this point and  
15 I've only been there for two months. And I'm, you know, trying  
16 to help out, you know, everybody. And I'm -- you know, I'm  
17 working eight hours on most of my shifts. And I think for a  
18 lot of partners in my store, and myself included, like, the  
19 thing that's keeping them there and keeping their hope is the  
20 union right now. Like, I know -- I didn't see the  
21 (indiscernible) people at my store who have said to me, like,  
22 I'm going to stick it out because I really hope this works.  
23 Because I think, like, these things have been going on for way  
24 longer than I've been here and I've only been here for the past  
25 few months and it feels like the only time we actually finally



1 saw the corporate in our stores and listening to us, is after  
2 this campaign started, after we went public. Because it, like,  
3 finally was a real -- real enough, like, issue. Me -- you  
4 know, in my opinion, it's because it like, threatened upon  
5 Starbucks shareholders a little bit and they put a little bit  
6 more money or whatever in our pockets. And it feels like  
7 that's what brings, like, things like this to fruition is,  
8 like, having a voice, with -- not just like, in the way that  
9 Starbucks has -- like, every partner has a voice, but having a  
10 voice with real power behind might have a -- like, might have a  
11 (Indiscernible) from us. And I feel like as much as, like -- I  
12 could on all day about problems at my store, but it's like a  
13 conversation, at this point, at the negotiating table because,  
14 like, there I would have the power to come up with a piece of  
15 paper that guarantees certain things that Starbucks will do, it  
16 guarantees certain things that I will do. And we can have,  
17 like, a real working relationship in that way. And that's how  
18 I see, like, the union fixing things. And that's really why  
19 I've stayed working at Starbucks is because I'm holding out for  
20 this.

21 ROSEANN WILLIAMS: I appreciate you for that. Thank you.

22 UNIDENTIFIED SPEAKER: And I wanted to jump in with you.  
23 Was your name Vince?

24 VINCE: Yes.

25 UNIDENTIFIED SPEAKER: You're the -- you were the first

1 person to share, like, what you really loved at Starbucks. I  
2 wanted to jump in quickly after you talked because I mean, I  
3 came to Starbucks because I wanted a change of pace in life. I  
4 came over out of school, I was tired of just, like, doing a lot  
5 of work by myself. I wanted to work with people and I love  
6 being at my store. Like, I spend more time with the people at  
7 my store than with intimate people in my life. So I see my --  
8 I see my Starbucks partners more than my actual partner. So  
9 like, I love being in this space and being with these people  
10 who care about trying to build a space that is customer  
11 focused. Like, I didn't expect that it would happen because I  
12 was so overwhelmed with the training But I now know what  
13 everybody's going to order the second that they walk in the  
14 door.

15 UNIDENTIFIED SPEAKER: That's awesome.

16 UNIDENTIFIED SPEAKER: Right? And like, I wasn't  
17 expecting that. At first, I was just so overwhelmed with,  
18 like, learning the menu. Like, I was -- the first two weeks  
19 were hell. They were -- I mean, they were awful. They were  
20 awful. I felt very alienated from a space where people were  
21 very close. Now, I'm finding that (Indiscernible).

22 ROSEANN WILLIAMS: Right. After you feel like you know  
23 how to do stuff. Right.

24 UNIDENTIFIED SPEAKER: But I think that when I talk with  
25 my partners at the store, people don't feel like we are really

1 in a democracy. Like we're the people that are there every  
2 day, making the drinks, running the equipment, and sure we can  
3 share these things with our managers. But we get lots of  
4 things handed down to us from the DMs and the DMs responds  
5 regional managers. And there's a hierarchy that we, on the  
6 lowest level of that hierarchy, experience as being  
7 unidirectional. And I've been told my entire life that I live  
8 in a democracy in the United States. We know that we don't  
9 live in a democracy. I crave working in a place that's  
10 actually democratic. And that is not the kind of experience  
11 that I have at Starbucks right now. I think if our space was  
12 truly democratic, we would prioritize this human connection  
13 that Starbucks claims is the focus of its organization. But  
14 when we are constantly expected to meet drive-thru time  
15 standards, how the hell are we supposed to even have a human  
16 connection. This -- there is an explicit contradiction between  
17 what the drive-thru is and the human connection. But we  
18 pretend to like people coming through the drive-thru are there  
19 for the human connection. At the same time, like, that's not  
20 true for everybody. Like, a lot of the people that come  
21 through the drive-thru are regulars too, and it's nice to chat  
22 with them when you're on the window. But our managers are like  
23 beholden to getting these drive-thru times down, and that  
24 stresses them the hell out. And then that stresses us the hell  
25 out. And we're just trying to train new people, there's a

1 ridiculous menu to learn. Like, it's absolutely overwhelming.  
2 I don't really see where human connection is actually something  
3 that is foregrounded in the way that this company, which  
4 continues to expand and put a greater emphasis on trying to get  
5 more drive-thru mobile ordering, like, an essential part of  
6 this business. I think that if Starbucks was a true democratic  
7 organization, the human connection would be foregrounded,  
8 unquestionably. But we don't actually work in a democratic  
9 organization. That's me speaking from my heart, honestly. And  
10 you know, I got a little bit of the change of pace that I  
11 wanted leaving grad school. But I didn't expect to be working  
12 harder than people who work in auto factories or what I call  
13 the bar.

14 ROSEANN WILLIAMS: It is in fact true it is a fast-paced  
15 job. And it is in fact true that we don't actual get to define  
16 those human connections with our customers. We believe it's a  
17 human connection because of the connection we have with each  
18 other. But our customers are actually telling us they also  
19 want convenience when they're in a hurry, or they don't want to  
20 stand in line when they have a break, and they're kind of in  
21 for an order and pay. So I appreciate your point of view on  
22 the human connection. The things that we have innovated around  
23 that don't feel like they're relaxed and slow are because  
24 customers have asked us for that. So we're kind of caught in  
25 between a okay, if we're running a for-profit business that's

1 still trying to do the right way, and our -- and we -- and it  
2 was grounded in the third place, at a place market where we  
3 came (indiscernible) hung around and talked to each other like  
4 we -- like how we envisioned and (indiscernible). But  
5 customers are asking for other options, because many of our  
6 drive-thru customers also come in the café when they have more  
7 time. But they choose the drive-thru because they have kids in  
8 the car, or it's 10 degrees outside with five feet of snow. Or  
9 whatever things you guys get up here. So mobile -- so drive-  
10 thru is one innovation, mobile order and pay was another,  
11 pickup is one. And those are all being driven by what customer  
12 demands are. So at -- if you have any ideas on how we can make  
13 those modes of operation more humanized, I'd love to hear what  
14 your thoughts are around that, because I don't know that we  
15 drive that. That's mostly driven from customers. What we do  
16 have control over is you feeling the pressure that you're going  
17 faster or you're not fast enough, or that we're only focused on  
18 metrics out the window and that's causing pressure and anxiety,  
19 that's what Deanna's here to do, that's her job. She's new to  
20 this market, not new to the company, she's had 22 years. I  
21 believe strongly that in six months when we sit down and talk  
22 about her leadership, that you are going to experience a leader  
23 who cares deeply about you as a partner, who cares deeply about  
24 not just the metrics but how you feel as a partner, what your  
25 experience on shift is. And that for whatever we have today,

1       that we have a leader here that I have seen for years and years  
2       and years on how she builds teams, how she engages with her  
3       partners, and how she makes it not just about metrics. I think  
4       you will feel a (Indiscernible). I can't make any promises,  
5       but I've seen it before, and the work that she's done. She  
6       currently coming from an area in Boston, we called the partners  
7       in Boston to figure out what type of leader Deanna was for them  
8       when she got there. Three years you were there?

9           DEANNA PUSATIER: Three years.

10          ROSEANN WILLIAMS: So we can control that. So if in fact  
11       you're feeling pressure, we can address that. And we can take  
12       that back and say why are we putting so much pressure on out  
13       the window, who is putting that pressure on the DMS? Are the  
14       DMS putting that pressure on themselves or -- and I don't know  
15       because I haven't talked to them about it. But if you're  
16       feeling that, we -- that is something we can change. We can't  
17       change the customer side of it, though. If you have any ideas  
18       on what you would recommend (indiscernible) in the drive thru  
19       or mobile order and pay or any of that to make it more human?

20          UNIDENTIFIED SPEAKER: I think that certain things have  
21       been talked about already, increasing training. But I also  
22       feel like having baristas, shift supervisors feel like that  
23       their voice is heard and supported by something that has  
24       legally binding power is the best way to actually go about  
25       doing that. And from that standpoint, that's why I believe in

1 building what would actually be a democratic space that  
2 empowered those people in those spaces would -- I'm not  
3 articulating this in the most eloquent way.

4 ROSEANN WILLIAMS: It's okay.

5 UNIDENTIFIED SPEAKER: It's okay.

6 UNIDENTIFIED SPEAKER: But the pass towards that for me is  
7 supporting worker's right to organize.

8 ROSEANN WILLIAMS: And we appreciate that and respect it.

9 DEANNA PUSATIER: Did you have your hand up? Yes.

10 UNIDENTIFIED SPEAKER: So I was (Indiscernible) a while.  
11 So --

12 DEANNA PUSATIER: Just pick right back up where we were,  
13 yeah.

14 UNIDENTIFIED SPEAKER: Yeah. So I'm not here for a  
15 (Indiscernible) or nothing like that, it's completely out of  
16 context.

17 ROSEANN WILLIAMS: And neither are we, so.

18 UNIDENTIFIED SPEAKER: So I just wanted to give some -- I  
19 guess some things that I've noticed since we've started at my  
20 store and things that our managers (Indiscernible) do for us,  
21 that's helped out with things such as the shortages and things  
22 like that.

23 ROSEANN WILLIAMS: Things like what?

24 UNIDENTIFIED SPEAKER: Like the shortages or not having --

25 ROSEANN WILLIAMS: Labor shortages?

1 UNIDENTIFIED SPEAKER: No, like the (indiscernible) --

2 ROSEANN WILLIAMS: (Indiscernible), okay.

3 UNIDENTIFIED SPEAKER: -- that might help you guys out,  
4 just because like, you guys are (indiscernible) but we are on  
5 the foreground of handling customer interactions, making a  
6 connection, and all those things. So for my store we were  
7 having issues with trying to leave out what sandwiches do we  
8 have, what do we not have, because I mean, we have the menu  
9 boards so we (indiscernible). So my manager allowed me to  
10 create new menu boards that we can coincide with breakfast,  
11 lunch, that we can use (indiscernible) to mark what we have,  
12 what we don't have. And then, also as a shift supervisor, if  
13 we're out of certain things that I know we don't have for the  
14 next day I suggest alternatives. So if someone comes in  
15 saying, I love the roasted ham and Swiss, which I haven't seen  
16 since I started. I was like -- you can be very vulnerable with  
17 customers (indiscernible). And just saying, like, hey, sorry,  
18 (indiscernible) since the pandemic, there have been some  
19 shortages on food, but can I suggest getting you the ham and  
20 cheese croissant instead, if you have the items for it. 9  
21 times out of 10, I've maybe once -- and they weren't even mad,  
22 maybe once had someone be dissatisfied with the suggestion or  
23 what we're offering or (indiscernible) or other things. I've  
24 worked in customer service since I was 16, so that just might  
25 be a personal thing that just needs some time to, like --



1     that's what I've been training my barista to do, just in  
2     general, just saying like, hey, if we're out of something,  
3     suggest them something else. Don't just tell them we're out  
4     and have them try to figure something out; give them options.  
5     And then if (indiscernible) don't -- I would not be afraid to  
6     ask the shift to get (indiscernible) people are okay. I'm  
7     really sorry we didn't have the sandwich for you, or even  
8     (indiscernible) hey, we didn't have this, I'm sorry if you  
9     wanted it, can I get you something else or a refund; the next  
10    one's on me, once we have it back in stock --

11           ROSEANN WILLIAMS: Exactly.

12           UNIDENTIFIED SPEAKER: -- just hint towards that.  
13    Hopefully we'll have it soon. I've never really had a major  
14    aggression issue from a customer for that. So with handwritten  
15    notes, it is kind of a challenge because I feel like we all  
16    handwrite everything. Like hey, let me write this on the mini  
17    chalkboard don't forget to say that we don't have this, or hey  
18    this is new. Managers have some budget for things like for  
19    store, operations and store supplies. Asking the managers, say  
20    hey, can we -- I'm sure there's a lot of people out there  
21    (indiscernible) I've seen so many career people that I work  
22    with, asking hey, do you mind if I tackle a (Indiscernible)  
23    something that we can use to let people know what we're out of  
24    right now and things like that. Not something super permanent.  
25    Something that, you know, (indiscernible) and then we have a

1 way to have it printed out saying, like, we're out of this  
2 right now and we can just have that there so customers know  
3 what's going on. You don't have to explain as much if you  
4 don't want to. And even, the situation to be like, syrups and  
5 things like that, just saying, like, hey, we're all out of  
6 this, it's one of my favorites also, this is what's going on.  
7 I can suggest this for or try this option. You know, just  
8 having that communication (indiscernible) not only increases  
9 connection but also shows that you're really trying to help  
10 them. And 9 times out of 10, I (indiscernible) that it goes,  
11 like, I know it's not (indiscernible), I appreciate you trying,  
12 I'm just so frustrated because I -- this is my favorite thing  
13 and it's just I always (indiscernible) and you don't have it.  
14 I was like, I understand, and that's when I give them a  
15 (Indiscernible) and just make their day. So that's definitely  
16 an option to help out on the ground until we can figure out  
17 (indiscernible) everything back to normal. Because --

18 ROSEANN WILLIAMS: I really appreciate that.

19 UNIDENTIFIED SPEAKER: I mean, that's a huge thing. And  
20 then with, what you were saying, the customer connection. I've  
21 only worked at a drive-thru a total of once, so  
22 (indiscernible). And it was the first (indiscernible) I was  
23 there to (indiscernible) because I was on there for a 9 to 9  
24 Saturday, but they (indiscernible) okay. So drive-thru times  
25 are important. I know almost any fast food chain has a

1 guideline on how long people should be waiting for food,  
2 (indiscernible) and in person, mobile orders, everything like  
3 that. Connection is something that seems to rely  
4 (indiscernible). Honestly, when I worked at the window, just  
5 asking them a random question of the day, asking hey,  
6 (indiscernible) are you doing anything today. Just doing  
7 (indiscernible) you can read the customer based on if they're  
8 in a hurry, if they have time to sit and talk. They don't have  
9 (indiscernible) I've -- I mean, you can tell, they're like,  
10 just I got to go to work and I'm like, okay. Then that's when  
11 you know, like, they don't want me to overload them with  
12 conversation. They're more interested in just running in and  
13 out because they somewhere to be. Or (indiscernible) have  
14 plans. Or I mean, the number of times that I was  
15 (Indiscernible) put their car their park while I was talking to  
16 them was kind of funny. But I mean, my store alone, we started  
17 off with like, a 48-customer connection, which isn't bad in any  
18 means for our store, and like, especially with everything going  
19 on. Recently we'd gotten up to a, like, a 61 or 62. So we've  
20 improved.

21 UNIDENTIFIED SPEAKER: Congratulations.

22 ROSEANN WILLIAMS: Wow.

23 UNIDENTIFIED SPEAKER: Thank you. Honestly, people --

24 UNIDENTIFIED SPEAKER: Well, ours is like a 60, isn't it?

25 UNIDENTIFIED SPEAKER: It's just --



1 DEANNA PUSATIER: Nice.

2 UNIDENTIFIED SPEAKER: I mean, (indiscernible) over six  
3 months, and just having those little moments. Even if it's not  
4 -- even if you can't say anything (indiscernible) or talking to  
5 get someone's order or -- just personal. Right, looking at  
6 someone just acknowledging them saying, thank you so much, have  
7 a good day, or how are you doing. It just makes a whole lot of  
8 difference. So I think that'll help with the internal side of  
9 us on the frontlines during the pandemic, during  
10 (indiscernible) people may be more frustrated than usual. But  
11 (indiscernible).

12 ROSEANN WILLIAMS: Thank you.

13 DEANNA PUSATIER: Thank you for that.

14 ROSEANN WILLIAMS: I appreciate it.

15 DEANNA PUSATIER: All right. So I do just want to -- I  
16 want to hear what you have to say. I know we're over time. So  
17 if you -- right?

18 ROSEANN WILLIAMS: What time are we going to? 3:30?

19 DEANNA PUSATIER: I thought it was 3:15?

20 UNIDENTIFIED SPEAKER: I thought it was 3:45?

21 (Simultaneous speech)

22 DEANNA PUSATIER: I was worried that we were going to  
23 (indiscernible). Thank you. All right. It's 3:45. We're  
24 good. And by the way, I love your shirt.

25 UNIDENTIFIED SPEAKER: Thank you. (Indiscernible) on

1 Monday (Indiscernible).

2 DEANNA PUSATIER: You did (indiscernible)?

3 UNIDENTIFIED SPEAKER: Yeah.

4 DEANNA PUSATIER: Yeah, they're great. They're great.

5 UNIDENTIFIED SPEAKER: Thanks. But what I -- I want to  
6 know how the customer connection score is curated? Because I  
7 work at a -- I used to work at a (Indiscernible) which is a  
8 drive-thru/café store and our customer connection score wasn't  
9 that great when I was there. I haven't been there in a few  
10 months, so I'm not sure how it has changed. But when we went  
11 to a café store I was really hoping for like, the  
12 (indiscernible) wanted to up the customer connection score.  
13 That was one of my favorite parts of my job, was being able to  
14 connect with different customers. And we're sitting here and  
15 we're (indiscernible) like, consistently, and I'm not entirely  
16 sure why? Or also, like how to approach a partner that has  
17 been there longer than me that I can see is not making that  
18 customer connection without seeming rude, you know, as someone  
19 that has only been with the company for a little over two years  
20 going out to someone who's been there for five and being like,  
21 hi, could you please ask for the customer name, especially  
22 during peak? Like, without being rude about it. So it's just  
23 -- I want to know how you guys would particularly approach it  
24 and how the customer connection is even curated?

25 DEANNA PUSATIER: Yeah. So it's a two-part question. So

1 the answer to the customer connection score. It's how many  
2 times a customer says that the barista made an effort to get to  
3 know them. And so the question is, did the barista make an  
4 effort to get to know you, and if they say yes, that raises  
5 your score. The reason it's that question is it's the greatest  
6 predictor on if our customers still value or want to return,  
7 and they told us that's most important to them. And I think  
8 sometimes when we -- it is really that simple. And I think  
9 sometimes, like, we make it really complicated because you  
10 spoke to (indiscernible) it's about our customers, you know,  
11 they just want to be seen, they want to be heard, we all want  
12 that. That's all we want all the time. And so it's really  
13 just did the barista make an effort make to get to know me?  
14 And you also described some great ways in which you can do  
15 that, depending on whatever the customer's emotional state is,  
16 because, you know, where we're at when we're running late for  
17 work and where we're at when we're leisurely on our way home or  
18 on a Saturday is different, and what our needs state is. So  
19 that's that.

20 In terms of recommendations on how to approach it, I don't  
21 know. I would kind of trust yourself, you know? Because what  
22 I heard from you when you were just talking. I heard you love  
23 people, you want to make sure that the people you work with are  
24 kind to others. And I think just say that, right? Like -- and  
25 I think, like, have faith in your fellow partners. If you

1 notice that somebody's not getting somebody's not getting  
2 somebody's name, like, you know, just give them that tip  
3 because we've all talked about it, a lot of new partners. I  
4 met some the (indiscernible) in recommendations as well, too,  
5 so I definitely want to hear that. But I would say, like,  
6 trust your instincts because, you know, it sounds like your  
7 intent is in the right place. And it can start with that, with  
8 like, love and respect about saying, like, oh, let's make sure  
9 we get to know the customer's name.

10 UNIDENTIFIED SPEAKER: And just another thing, too, that I  
11 just remembered (indiscernible) is like, how do we -- so I've  
12 gone through separate store managers. The first one had a  
13 (Indiscernible) and then the second one was (Indiscernible).  
14 And one of the things that was happening, we, like, there were  
15 certain things that we would do for do for our regulars that  
16 Starbucks used to do that we haven't necessarily been doing any  
17 more, such as, like, making an iced pour over, or doing like,  
18 iced tea with like the tea bags and stuff, or like, iced French  
19 tea that we've kind of shut down which really angered a lot of  
20 customers and is one of the reasons why I (indiscernible) the  
21 store.

22 DEANNA PUSATIER: So you were told you weren't allowed to  
23 do these things?

24 UNIDENTIFIED SPEAKER: Yeah. Like, one of them -- one of  
25 my (indiscernible) iced pour over, and iced coffee pour over

1 and they have been with the company for 22 years,  
2 (indiscernible) most of the customers that would come to the  
3 store and --

4 UNIDENTIFIED SPEAKER: Was that Tony (phonetic)?

5 UNIDENTIFIED SPEAKER: It was Tony.

6 UNIDENTIFIED SPEAKER: Everybody talks about Tony still in  
7 the store.

8 UNIDENTIFIED SPEAKER: Oh, really? That's funny. But he  
9 ended up leaving the company because of this writeup because he  
10 had wanted a transfer. But when you get a writeup you're not  
11 allowed to transfer. So I just want to know, like, where does  
12 our store standards and our customer functions, like, they kind  
13 of clash sometimes. So what would we do in that same  
14 situation? Would I do what the customer wants because that's  
15 what they are specifically asking for? Or would I listen to  
16 the Starbucks standard which is no.

17 DEANNA PUSATIER: The Starbucks standard is to do what's  
18 right by the customers and that you're empowered to make any  
19 decision that you need to --

20 UNIDENTIFIED SPEAKER: That's what I thought.

21 DEANNA PUSATIER: -- that feels ethical and law-abiding to  
22 create a great experience. So that is -- that's the Starbucks  
23 standard. That's what we're about, so.

24 UNIDENTIFIED SPEAKER: I'm just making sure because  
25 (indiscernible) at some certain points due to the fact that I



1 was (Indiscernible) him, I can't do that. No, I can't give you  
2 a (Indiscernible), like no, I can't do this, this, and this.  
3 I'm like, we've been doing certain things for years.

4 DEANNA PUSATIER: Yes, yes.

5 UNIDENTIFIED SPEAKER: And then we have customers that  
6 would be, like, so excited to come to our store and get that  
7 specific thing and they'll tip us \$50 every Christmas. And  
8 like, even a specific customer used to give us -- every partner  
9 \$50 and a card and would write their name on it. He stopped  
10 because of this particular policy that was strictly enforced  
11 upon our partners. And it just didn't feel like it was a  
12 customer connection-type store anymore.

13 ROSEANN WILLIAMS: I -- yes --

14 DEANNA PUSATIER: I was just going to say, too. And you  
15 had shared about what our vision is for the -- for our customer  
16 (indiscernible) what vision is for the customer, and there's  
17 very little that -- and I actually think of any right now, that  
18 we wouldn't do for a customer. So for some reason it was  
19 (Indiscernible).

20 What I would say is that when you do see something  
21 happening like that, that you are questioning, is to reach out  
22 to someone. And I know this situation, right, you're saying it  
23 was a policy, but when you know in your heart of hearts this  
24 doesn't seem right, you need to reach out.

25 UNIDENTIFIED SPEAKER: It just -- something that has

1 happened, we have reached out, it just hasn't gone anywhere.  
2 So it's been (indiscernible) and your (indiscernible) it's  
3 basically a person that's making our schedule that is enforcing  
4 this rule, it's difficult to question someone who might cut  
5 your hours, because I saw that happen a couple times, where I  
6 come to the store manager and you know, hey, could you just  
7 please have a connection about X, Y, or Z that is happening,  
8 that we can see is happening that isn't correct. And they have  
9 the next -- the newest schedule after that. I would go from  
10 that, I would go from 35 hours to 23. And I have  
11 (indiscernible) that I want to work. And I have been  
12 consistently getting that specific schedule, but it seemed too  
13 convenient. You know, it was too convenient that that had  
14 happened immediately afterwards, so I'm -- it had scared me  
15 from going up to my store manager and saying, hey, I  
16 (indiscernible) that this is correct, or hey, this is  
17 (indiscernible) because I don't want to be personally punished  
18 for believing that this is -- Starbucks would not  
19 (indiscernible).

20 ROSEANN WILLIAMS: I just -- I can't -- so every company  
21 has people that mean well, but sometimes when they mean well  
22 they make decisions that may not be impacting (indiscernible).  
23 it sounds like in this situation, I don't have any -- we never  
24 (indiscernible) policy that I know. But I don't know  
25 (indiscernible) more and more. But I remember the policy

1 (indiscernible) something like -- there's something I'm taking  
2 out of my purse and I'm going to give it to you to put in  
3 yours, right?

4 UNIDENTIFIED SPEAKER: Oh, no, no, no. Nothing like that.

5 ROSEANN WILLIAMS: We can't do that. But anything else  
6 behind the bar, that the customer asks for it, you should be  
7 able to make it. So if somebody in your store, a store manager  
8 comes up with some policy, what I (indiscernible) is they're  
9 usually trying to solve for a problem (indiscernible) they  
10 don't think they don't have enough flavors so they want to stop  
11 making beverages that take a lot of time so we have  
12 (indiscernible) time. But it is true that we have baristas or  
13 shift supervisors, we have store managers, we have district  
14 managers, and department resource managers, and directors and  
15 people like myself that are just humans and we make  
16 (indiscernible) make that decision, it doesn't mean we're bad  
17 people. So if in fact you think that because you asked a store  
18 manager that you were retaliated against and hours were taken  
19 away, there's an ethics and compliance hotline that's -- that  
20 you should call and say, I don't know how to talk to my  
21 manager. There's DRRC department resources report center, call  
22 them and say a situation happened to me in my store, I'm not  
23 comfortable talking to my store manager. Because every once in  
24 a while something happens and I don't know the situation so I  
25 don't know what happened. But if you feel for any reason that

1 happened, please, please, please speak up.

2 UNIDENTIFIED SPEAKER: Okay.

3 ROSEANN WILLIAMS: You know, there's not a policy at  
4 Starbucks that I've ever seen or heard that was intentionally  
5 made to rep -- to tell a customer they can't buy something,  
6 making a partner feel like they're being retaliated against.  
7 So again, we can't -- I can't control what everybody says. But  
8 what we can do is we can put policies and procedures in place  
9 saying that if you feel like -- you're a partner and you have  
10 an experience that you're questioning, please call someone and  
11 let us know so we can come find out. Otherwise we won't know  
12 that it happened, right? So again, I don't know of any policy  
13 I've ever seen that says you can't make a drink for a customer.  
14 Now, if you don't have a beverage item and you can't make it,  
15 that's a whole other thing.

16 UNIDENTIFIED SPEAKER: Well, yeah.

17 ROSEANN WILLIAMS: But it doesn't sound like in your exper  
18 -- in your particular situation that they made -- there was an  
19 error in judgement or a bad decision made; again, I don't know  
20 what it is. But if you feel like -- I think you said it well,  
21 Deanna, if you feel in your gut that something's not right, say  
22 something.

23 UNIDENTIFIED SPEAKER: Okay.

24 ROSEANN WILLIAMS: And please, because we'd love to know.

25 UNIDENTIFIED SPEAKER: Okay. Yeah, the first partner that

1 had -- that I had felt had done the retaliation is no longer  
2 with the company anymore, so obviously I wouldn't -- but it  
3 could happen again, I don't know. If it happens --

4 ROSEANN WILLIAMS: If it happens again, you should  
5 respond.

6 UNIDENTIFIED SPEAKER: Okay.

7 ROSEANN WILLIAMS: That's what it's there for.

8 UNIDENTIFIED SPEAKER: Thank you.

9 DEANNA PUSATIER: Thank you.

10 ROSEANN WILLIAMS: I also want to make sure -- you were  
11 going to say something, right?

12 UNIDENTIFIED SPEAKER: Yeah, I just want to say, in the  
13 time I've been here, it seems like I've seen us do more of and  
14 then less of and then more. Like, it seems to come and go.  
15 It's regular staff meetings in the store, most of the store;  
16 regular shift meetings on all the shift teams.

17 UNIDENTIFIED SPEAKER: Yes.

18 UNIDENTIFIED SPEAKER: I was a shift before, I'm a barista  
19 now. But when I was a shift, that was such a resource for us  
20 just to get all the shifts together and make sure that we have  
21 time to be on the same page. Anyone who has anything  
22 discussing, it gives us time for that. The same with the store  
23 meetings, it gives a set time --

24 ROSEANN WILLIAMS: Everybody a chance.

25 UNIDENTIFIED SPEAKER: -- for us to meet and to

1 communicate and to have discussions. And I feel like that was  
2 a big part of the success that I was (Indiscernible) when we  
3 were doing that, we were doing a lot better at all the other  
4 things.

5 ROSEANN WILLIAMS: We were just talking about that earlier  
6 today. About how -- who's doing shift supervisor meetings  
7 still and of course we're finding out that some stores are not.  
8 How often should they be? Should they be every week, should  
9 they be every other week?

10 UNIDENTIFIED SPEAKER: About once a month. That's what  
11 worked for us.

12 ROSEANN WILLIAMS: Once a month? Right. So I think  
13 you'll start hearing some messaging from Deanna and her  
14 regional -- her DMs. Some of their -- we're getting some more  
15 standards in place about how we're spending time connecting  
16 with one another. And again, most of this pandemic -- and I'm  
17 not blaming everything on the pandemic, but it changed a lot of  
18 how we worked together. You know, block scheduling where you  
19 had some partners working in the morning and some partners  
20 working at night, and the manager was on the morning shift and  
21 never saw the nighttime partners. That put a lot of strain and  
22 we weren't built to do that. Having people having to call out  
23 for COVID and taking their 10 days' paid -- self-isolation pay  
24 put a lot of strain on the stores. Obviously, people had to  
25 stay home and take care of their children, so homeschooling

1     their children put a strain. So there's lots of things as  
2     we're getting back out into the market, to now that we're  
3     feeling more comfortable to do so, that we're not putting other  
4     people at risk. What we're learning is there are a lot of some  
5     of the basic standards that we have done for so many years that  
6     have kind of fallen by the wayside. And so getting the right  
7     leaders in the position to make sure that we get the right  
8     Starbucks standards in place, which is really important. And I  
9     think that your recommendation is the perfect example of when  
10    things get really stressed and there's not enough people,  
11    something that important kind of falls to the wayside. And  
12    actually that's the one thing we have to keep doing is keep  
13    people meeting together. So I appreciate you bringing that up  
14    because we have heard a number of times over the last couple  
15    weeks that some of the things that were in place before the  
16    pandemic need to be put back in place because we just got out  
17    of that habit. For all the right reasons. I mean, we were  
18    very, very careful on how we reopened stores to make sure that  
19    we were trying to protect partners in the best way we could.  
20    Including how we treated partners last year who didn't feel  
21    like they needed to work during the pandemic. So lots to learn  
22    and any idea that you guys bring up is a good idea. That I  
23    think is (indiscernible).

24           UNIDENTIFIED SPEAKER: Yeah, some of us do. And like,  
25    some of (indiscernible) has also been very helpful. Like I

1     went to a similar shift roundtable before and these types of  
2     things are why I came back. I came back for them, because I  
3     like (indiscernible). So I think it makes -- it makes us  
4     better and it makes it better for the store and it makes  
5     (indiscernible) more successful. And that's what builds sales.  
6     I think here -- the one thing I took away when I left is that I  
7     learned how to have difficult conversations. That is such an  
8     important skill. We don't lead into difficult conversations,  
9     which we have to be able to work together and have a meaningful  
10    relationship.

11           ROSEANN WILLIAMS: Thank you for saying that. That is  
12    something we're proud of, is our (indiscernible) community and  
13    how we (indiscernible). And I want to make sure before we get  
14    too far out. This side of the room has been quiet. Are you  
15    guys okay with quiet? Because I feel like I've kind of let you  
16    off because I'm not turned this way. Anything you want to  
17    share?

18           UNIDENTIFIED SPEAKER: I just have a question.

19           ROSEANN WILLIAMS: Yeah.

20           UNIDENTIFIED SPEAKER: So for -- I don't know about anyone  
21    in my position (indiscernible). But with the food case. So --

22           ROSEANN WILLIAMS: Oh, God. Not fruit flies.

23           UNIDENTIFIED SPEAKER: A lot of fruit flies  
24    (indiscernible) flies to the point where you can't put food in  
25    there because within a few hours, it's infested with the flies.



1 And then we get a lot of complaints that --

2 ROSEANN WILLIAMS: Of course you would, yeah.

3 UNIDENTIFIED SPEAKER: And so we were wondering if there  
4 was way that maybe -- because I -- once we took pictures of all  
5 the food and then we had pictures in there. I wasn't sure if  
6 we could, like, do something like that. And so at least it  
7 shows the food but the food's not actually in there?

8 ROSEANN WILLIAMS: And you guys -- do other people have  
9 problems with fruit flies?

10 UNIDENTIFIED SPEAKER: Yes.

11 UNIDENTIFIED SPEAKER: Yeah.

12 UNIDENTIFIED SPEAKER: It's, like, ridiculous.

13 UNIDENTIFIED SPEAKER: And bees.

14 (Simultaneous speech)

15 UNIDENTIFIED SPEAKER: I mean, we've had four partners get  
16 stung in the last two weeks.

17 UNIDENTIFIED SPEAKER: And we have started, like, catching  
18 them and (indiscernible).

19 UNIDENTIFIED SPEAKER: Yeah, we've had to catch them  
20 and --

21 UNIDENTIFIED SPEAKER: And we'll catch 20 plus a day.

22 UNIDENTIFIED SPEAKER: Yeah.

23 UNIDENTIFIED SPEAKER: And then there are people here who  
24 are allergic to bees. Like, and it makes it really hard to  
25 work and focus and (indiscernible) when we (indiscernible)

1       there.

2               UNIDENTIFIED SPEAKER:   There's more bees on the floor than  
3       baristas.

4               (Simultaneous speech)

5               ROSEANN WILLIAMS:   I do think that one of the takeaways  
6       from earlier today is we need to find from pest control.   I  
7       don't know what to do.   I've never seen bees like I've seen  
8       here.   So I don't -- it doesn't seem like it's just Starbucks,  
9       it seems like there's just a lot of bees here.   So if there's  
10       some sort of approach that we need to take to help you guys  
11       ward off bees, I don't know what that would be.   But we took  
12       that (Indiscernible) this morning, because we saw lots of bees  
13       in the store.   And then I don't know, I haven't heard about the  
14       fruit flies, nobody brought that up yet.   But I'm sure that the  
15       facilities team or whatever solutions that you come up with,  
16       you guys always have the best ideas, like the pictures.   We are  
17       working on digital menu boards, we have food on digital menu  
18       boards.   We're testing at about 350 stores with digital menu  
19       boards now.   There is some talk of do we need menu boards.   And  
20       can we do QR codes on your phone, because everybody's got a  
21       phone and now everybody knows how to do QR code because that's  
22       what a lot of restaurants are doing.   So we're testing the QR  
23       codes.   So we don't need menus at all, so you can just do  
24       everything on your phone.   And you also be able to view food on  
25       the QR code.   So those are all things we're testing right now.

1 And the dilemma with the food case for us, minus the fruit  
2 flies, is so we tried the plastic food, you know, like little  
3 sushi.

4 (Simultaneous speech)

5 ROSEANN WILLIAMS: So we tried that. If we're trying to  
6 message that we have fresh food, putting plastic food doesn't  
7 look good in the food case; we tried that. We tried putting  
8 pictures; in fact all of our stores in Canada don't have any  
9 food in their food case, they only have pictures. We're  
10 testing that to see what that does. It doesn't look as  
11 appealing, but neither does food that's left in the food case  
12 for two days, right? So we are testing different things. And  
13 plus, none of us like to throw away all that food at the end of  
14 the day. So that's why we're doing -- that's why we're giving  
15 the food that we can give away at the end of the day to places  
16 that can distribute that food to people who need food. So we  
17 are working on all those things around the food case. But if  
18 in fact you're having fruit flies, we'll be -- and is it okay  
19 if we take your store number so we can have somebody --

20 UNIDENTIFIED SPEAKER: Yeah.

21 ROSEANN WILLIAMS: Because that's something that we didn't  
22 hear earlier, we did hear bees. We heard flies, we found a  
23 beehive, so we know where the beehive is.

24 UNIDENTIFIED SPEAKER: We did, we found it.

25 UNIDENTIFIED SPEAKER: You did?

1 UNIDENTIFIED SPEAKER: Oh, you already did? Okay.

2 UNIDENTIFIED SPEAKER: It's right outside the garbage.

3 ROSEANN WILLIAMS: Yeah, yeah.

4 (Simultaneous speech)

5 ROSEANN WILLIAMS: But it's every store. So if we can  
6 follow up on it. There are things we can do for fruit flies.  
7 The typical things for fruit flies is the drains aren't cleaned  
8 and they're --

9 UNIDENTIFIED SPEAKER: We have a pest guy that comes in  
10 and he's put up so many different things. Like, it's --

11 UNIDENTIFIED SPEAKER: Yeah. He came in yesterday, I  
12 think, and sprayed because --

13 (Simultaneous speech)

14 ROSEANN WILLIAMS: And they still -- and it's still bad?

15 UNIDENTIFIED SPEAKER: Yeah. What they did was they came  
16 out from wherever they were hiding for a few minutes, waiting  
17 for it to go away. And then you're wondering (indiscernible)  
18 keep wearing masks.

19 ROSEANN WILLIAMS: Okay. This is yesterday?

20 UNIDENTIFIED SPEAKER: Yeah.

21 UNIDENTIFIED SPEAKER: For the fruit flies, I mean, I know  
22 this is like a pest control/company costs (indiscernible). I  
23 mean, most restaurants have air curtain on the doors so it  
24 blows air down so that they wouldn't --

25 ROSEANN WILLIAMS: They can't get in.

1 UNIDENTIFIED SPEAKER: That significant (indiscernible).

2 ROSEANN WILLIAMS: Do all the stores here have air  
3 curtains?

4 UNIDENTIFIED SPEAKER: No, our store doesn't.

5 UNIDENTIFIED SPEAKER: Our drive-thru does, but we need to  
6 figure out a way to (indiscernible) ride it.

7 (Simultaneous speech)

8 UNIDENTIFIED SPEAKER: And they're like, this is fun.

9 UNIDENTIFIED SPEAKER: So imagine a bird flying through  
10 the wind. Yeah, they figured -- they're smarter than us.

11 ROSEANN WILLIAMS: Okay. Any other questions over here  
12 before we go on? No? All right. I -- and I wasn't seeing  
13 their (indiscernible).

14 DEANNA PUSATIER: Yeah. Okay. So I think in my -- I  
15 think you had your hand up, you had your hand up a few times.  
16 Right? Does that seem right?

17 UNIDENTIFIED SPEAKER: I just have a suggestion. Because  
18 I know you mentioned -- what was your name again, I'm sorry?

19 MILLENIA: Millenia (phonetic).

20 UNIDENTIFIED SPEAKER: Millenia, okay. So I know you were  
21 talking about speaking (indiscernible) because you were  
22 concerned about retaliation or how we'd react. The first thing  
23 that we talked about in our (indiscernible) that I remember was  
24 that we're all called partners for a reason. No one's higher  
25 than someone else is in the store setting for giving feedback.

1 And you should be open to getting feedback from anyone,  
2 regardless of how long they've been there. So if you're saying  
3 (indiscernible) -- so if you're saying it out of kindness and  
4 just I want this to be better for everybody, you shouldn't have  
5 an issue getting feedback from anybody. And if you do, that's  
6 (indiscernible).

7 MILLENIA: Okay.

8 UNIDENTIFIED SPEAKER: So you could definitely use that.  
9 Because I mean, I've gotten feedback from people who just  
10 started, I gave feedback to people who trained me. Like, it's  
11 just -- that's the nice thing and it helps create a culture  
12 away from the stores that is way more diverse and accepting. I  
13 mean, I've never worked -- like, I'm speaking for my store.  
14 But my store, anyone can come up to say anything to anyone.  
15 Just say like, hey, I really like how bold you are, and just  
16 make sure that when someone comes to the door you're greeting  
17 them first. And like, just as long as it makes everything so  
18 much better, and it doesn't matter who says it, it's just  
19 something (indiscernible) feel bad. As long as you're saying  
20 (indiscernible).

21 ROSEANN WILLIAMS: I love that.

22 MILLENIA: Thank you.

23 ROSEANN WILLIAMS: That's great. What store are you in  
24 now?

25 UNIDENTIFIED SPEAKER: (Indiscernible). So right now,

1 (indiscernible).

2 ROSEANN WILLIAMS: I'd love to kind of hear how partners  
3 have figured out how to do that and we just (indiscernible)  
4 that culture is exactly what we need.

5 UNIDENTIFIED SPEAKER: Yeah. It's just -- it's really  
6 awesome. I know that (Indiscernible) just went to another  
7 store (indiscernible). I forgot which one it was,  
8 (indiscernible) and she's like, it's fine (indiscernible) to  
9 help each other. It's not the same thing. She's like, I  
10 really loved working with you guys. I'm like, (indiscernible)  
11 because she was a partner that (Indiscernible). So she was  
12 like, this is the best place I've been. I'm just -- I'm really  
13 lucky with my store. I'm sure everyone feels ways about their  
14 store too, but --

15 ROSEANN WILLIAMS: It's nice that (Indiscernible)  
16 connected to the people you work with.

17 UNIDENTIFIED SPEAKER: Yeah, it's great.

18 ROSEANN WILLIAMS: That's when we talk about culture and  
19 why we're proud of Starbucks. That is what we try to  
20 (indiscernible) in our stores.

21 UNIDENTIFIED SPEAKER: And like -- and if it's not that  
22 way now in your current store, I mean, try and facilitate that  
23 and just being like, hey, you know, working on it yourself and  
24 being okay with getting feedback, it shows that you  
25 (indiscernible) actually working out for you to be better or

1     trying to help you. And when you guys see the results of  
2     people start doing more, and when people start doing that,  
3     that's when the culture starts getting better.  
4     (Indiscernible).

5           ROSEANN WILLIAMS: Okay. All right.

6           MILLENIA: Thanks.

7           ROSEANN WILLIAMS: Now, we're back to people.

8           DEANNA PUSATIER: I know.

9           ROSEANN WILLIAMS: How many more people have something  
10    they want to say.

11          DEANNA PUSATIER: There's (indiscernible) so. Go ahead.

12          ROSEANN WILLIAMS: We made it to the end of the group  
13    meeting in just a few minutes and I need to take  
14    (indiscernible) over to get some water. So I won't have much  
15    time between this meeting and the next meeting. Thank you.

16          UNIDENTIFIED SPEAKER: Okay. One question about some of  
17    the principles and the (indiscernible) principles is that the  
18    company has a meeting on company time or listening session or  
19    anything like that during (indiscernible) then there should be  
20    equal time for the union to do the same thing. And if, like,  
21    in a -- like, if you're a politician and you're (indiscernible)  
22    standards about (indiscernible). Would Starbucks recognize  
23    that part of their election principles and give us, as  
24    organizing committee opportunity to hold a union listening  
25    session.



1 ROSEANN WILLIAMS: I have no idea. Honestly, I can ask  
2 that. I don't know. This is not my area of expertise. I  
3 can't say on behalf of Starbucks because it's just me. But I'm  
4 happy to go ask our -- the people -- our legal team, we have a  
5 legal team that's (indiscernible) so I can ask them. And I'm  
6 not familiar with all the laws and policies on regulation. So  
7 I wish I could answer.

8 Do you know?

9 DEANNA PUSATIER: I don't know.

10 EMILY FILC: I don't know.

11 ROSEANN WILLIAMS: So I don't know. So honestly -- be we  
12 can ask and let you know.

13 UNIDENTIFIED SPEAKER: That would be great, because I  
14 think, like, a lot of partners (indiscernible) and stuff, but I  
15 think a lot of the partners, like, don't really know what a  
16 union is and like, it would be good for them to hear, like,  
17 what might be the alternative to that (Indiscernible) stores.  
18 And solved kind of conflicts with management, you know, right  
19 there. And in, like, they -- in like, (indiscernible)  
20 something like that. So I think it would be really good in  
21 regards (indiscernible).

22 ROSEANN WILLIAMS: And as I said, I don't know. I don't  
23 know the laws on that. What I know is what Starbucks  
24 (indiscernible) represent Starbucks and this is --

25 UNIDENTIFIED SPEAKER: Yeah, and I appreciate it.

1 ROSEANN WILLIAMS: Yeah. And this is what we do at  
2 Starbucks, is we sit and have a conversation about how we feel.  
3 So again, I'm not pro or anti anything. I'm trying to stick to  
4 what my job is, which is Starbucks job, and Starbucks job is to  
5 create these sessions for us to listen to one another. And we  
6 do feel that there's accountability at Starbucks for  
7 (indiscernible) do and what their partners ask them to do.  
8 That's what Deanna actually gets paid to do. So again, we  
9 believe that the -- that the quickest way for your voices to be  
10 heard is to sit down with each other, like we've done for the  
11 last hour and a half. Talk to each other, (indiscernible).  
12 That's a great way to have an awesome conversation about how  
13 things are going. So that's what we're here representing. So  
14 I'm happy to get back to you on whatever the union stuff is. I  
15 can't speak on behalf of that because I'm not an expert. And I  
16 don't mean to say I'm an expert at Starbucks, because I'm just  
17 human, and I'm just a partner. I can tell you, like, what my  
18 approach has been and what I believe the right way forward is  
19 for what we were trying to do for at least my 17 years here at  
20 Starbucks.

21 UNIDENTIFIED SPEAKER: So I think, like, going back to the  
22 customer connections and like, being, like, customer facing  
23 side of the jobs. Like, our drive-thru has been broken for  
24 three months. Our nitro has been down for just as long.

25 ROSEANN WILLIAMS: Your drive-thru what?

1 UNIDENTIFIED SPEAKER: Our drive-thru was broken for three  
2 months.

3 (Simultaneous speech)

4 UNIDENTIFIED SPEAKER: Like, our screen didn't work. We  
5 could hear the customers but they couldn't hear us. So we were  
6 (indiscernible) all day long for -- we actually used walkie-  
7 talkies. Like, it was a very stressful time. And like, I know  
8 for a fact that Shelby (phonetic) was (Indiscernible) and she  
9 was, like, doing her best, but like, we're still getting yelled  
10 at by customers. And I was told that I'm an inconvenience to  
11 the neighborhood because our drive-thru was broken. But that  
12 is just something (indiscernible) goes faster. And I know,  
13 like, COVID hurt all that though. So like, our nitrous was  
14 broken. And then someone will come in and fix it, and then it  
15 would work for a day, and then it'll work again. But then,  
16 like, they won't replace it until it's broke. But they can't  
17 figure out what's wrong with it, so it's broken. So I think  
18 like, fixing those things, like, you couldn't (indiscernible)  
19 without our store, I highly doubt that. So I think that fixing  
20 those things that have been broken for such a long time will  
21 help that too. And like, our -- we have the old bars, and our  
22 bars break twice a week, like.

23 UNIDENTIFIED SPEAKER: Every day.

24 ROSEANN WILLIAMS: The screen?

25 UNIDENTIFIED SPEAKER: Yeah.

1 UNIDENTIFIED SPEAKER: They break every day.

2 UNIDENTIFIED SPEAKER: Yeah.

3 ROSEANN WILLIAMS: On the screen?

4 UNIDENTIFIED SPEAKER: Yeah.

5 ROSEANN WILLIAMS: Okay.

6 UNIDENTIFIED SPEAKER: Some stores don't have water  
7 softeners equipped, so that's causing -- in our store that's  
8 causing (indiscernible) water softener equipped, so that's  
9 killing the equipment. It's really hard water here.

10 UNIDENTIFIED SPEAKER: Most of New York is the hardest  
11 water in the country because of (indiscernible).

12 ROSEANN WILLIAMS: Because of what?

13 UNIDENTIFIED SPEAKER: Because of the (indiscernible).

14 ROSEANN WILLIAMS: Oh, I gotcha.

15 UNIDENTIFIED SPEAKER: Also, as a suggestion for like the  
16 fruit fly problem and the fly problem and everything is like we  
17 could allow our, like, store managers and stuff to put more  
18 people on a clean plate so that we could focus more on getting  
19 the floors and everything completely clean. And also, we need  
20 to educate everybody on what will, like (indiscernible) the  
21 floors and stuff. (Indiscernible) get more and deeper holes in  
22 them, and that's where fruit flies basically hide.

23 ROSEANN WILLIAMS: It sounds like you (indiscernible).

24 UNIDENTIFIED SPEAKER: Yes.

25 ROSEANN WILLIAMS: Thank you for bringing it up.

1 UNIDENTIFIED SPEAKER: I think what Chris (phonetic) said  
2 -- Chris, right? What Chris said about any partner should feel  
3 comfortable talking to any other partner is incredibly  
4 important. Like, that -- that ideally is what Starbucks is and  
5 should be. But I wish I could share the sentiment that, like,  
6 that is something that I could (indiscernible) something. And  
7 I want to be optimistic about the future and the kind of world  
8 that we could build together. But I'm struggling to feel that  
9 the management, above my manager are people helping to build  
10 that kind of space. But I do trust the partners to build that  
11 kind of space.

12 ROSEANN WILLIAMS: That's the way it should be. Partners  
13 should (indiscernible) and you should have (indiscernible)  
14 supporting them. And it happens in some stores and obviously  
15 it doesn't sound like it happened in other stores.

16 (Simultaneous speech)

17 UNIDENTIFIED SPEAKER: I just -- (indiscernible) is a  
18 weird special piece in that a lot of people at the store  
19 (indiscernible). We're scared to talk to anybody because we're  
20 such a small store (indiscernible) the district, and we're just  
21 thinking (indiscernible) our store manager, Alex (phonetic),  
22 who's like they did -- they redid it like five years ago, so  
23 they probably won't do anything about it again. But there's  
24 plenty of storefronts that are open, there's plenty of things  
25 that you could do to fix it. But it's infested with fruit

1 flies, it's (indiscernible). Everybody gets sunburns because  
2 we're in the middle of the mall and --

3 UNIDENTIFIED SPEAKER: And it's hot. It's hot. I've been  
4 there for four years.

5 UNIDENTIFIED SPEAKER: Like, it's a store that already has  
6 so many problems that people are scared to say anything because  
7 we know that this company is against retaliation, but also we  
8 don't even have to retaliate to just close the store because  
9 you're like, oh, well, it was already doing poorly so we're  
10 just going to close the store and spread you all out. So it's  
11 not retaliation but we're just spreading you out so you get  
12 better commissions. But it's still (indiscernible) and I'm not  
13 saying they're going to do that, but it's -- it's one of those  
14 things that is getting -- it's been (indiscernible) since I  
15 moved here, since I became -- started working here, like a  
16 month ago. So it's something to (indiscernible) because my  
17 store is very focused on the are we even going to be here at  
18 the end of the year because it's tiny and falling apart.

19 DEANNA PUSATIER: So I do want to respond to that. So I  
20 know we're (indiscernible) getting to know each other. So I'm  
21 going to let you in on a secret so (indiscernible) you'll know  
22 my secret. So when I go to stores, I tell every single store  
23 that I go to, I'm like, pop your collar, walk, you know, with  
24 some pep in your step because you work at this store, this is  
25 the most important store. And so if I were (indiscernible) I

1 would say, you work at the most important store, you work at  
2 (Indiscernible). So pop your collar, walk like you're the most  
3 important store in the entire world because your store matters.  
4 Like, that's what -- every one of your stores matter. Every  
5 single Starbucks store and Starbucks matters. High volume, low  
6 volume, drive-thru, café, (indiscernible), delivery's off,  
7 whatever it is; every single one of you, you work at a store  
8 that matters. Every single store at Starbucks matters. Every  
9 single partner at Starbucks matters. So if something's not  
10 going well at your store, don't fear your sales volume, because  
11 you know how we make more sales is we have stores that work and  
12 partners who are happy. So I do want to make sure we talked  
13 about the ethics and compliance line. And Emily had that  
14 ready. So if you need that. You don't have to give your name.  
15 And it's --

16 UNIDENTIFIED SPEAKER: Yeah, I'm telling you, like, I've  
17 done it. I did it on a (Indiscernible) manager and it's  
18 completely honest.

19 DEANNA PUSATIER: That's fantastic.

20 EMILY FILC: And I also want to share along the lines of  
21 hearing all of your voices. And we're having this time today,  
22 and Deanna talked a little bit about her plan around here and  
23 our listening sessions, which we did in Boston and a lot of us  
24 all do across the company. Is partner (indiscernible) and  
25 weekly update this past week, it does start soon. And it is a

1 survey and I know you shared your sentiment around it of you've  
2 heard it doesn't matter. It does matter.

3 DEANNA PUSATIER: It matters.

4 EMILY FILC: And we want to hear from all of you. And it  
5 doesn't take very long to complete. So please, please, please.  
6 Please.

7 ROSEANN WILLIAMS: We do a lot of (indiscernible) a lot of  
8 work (indiscernible).

9 UNIDENTIFIED SPEAKER: So that will be, basically -- to  
10 you guys it would be just as important as the customer action  
11 scores (indiscernible)?

12 DEANNA PUSATIER: It's more important. It's more  
13 important.

14 ROSEANN WILLIAMS: We had -- so on (indiscernible) I do  
15 want to write something in, write a comment in, some people do.  
16 We read every single one of those comments.

17 DEANNA PUSATIER: Every one of them.

18 ROSEANN WILLIAMS: Every single one of them. We  
19 (indiscernible) and then we have somebody put them in -- these  
20 are the comments about facilities. There's all the comments  
21 around customers being upset over inventory out of stocks.  
22 Here are new hires who don't feel that they have  
23 (indiscernible). And then we sit and we go through all those  
24 questions, say are there certain parts of the country that we  
25 need to go take a look at, are the standards in place? Are



1     there certain volumes of stores that are similar that partners  
2     are struggling in? Are there certain times of the year,  
3     because sometimes when it gets cold out, different markets  
4     respond differently, when it gets hot in the south and air  
5     conditioning? So we aggregate every single one of those  
6     comments. So if somebody tells you it doesn't matter, it may  
7     matter to them or the district manager or the regional  
8     director. But for those of us that get paid to try to come up  
9     with policies and procedures that are actually to our partners,  
10    that is actually one vehicle that we spend the most time, every  
11    single time we have a partner engagement survey, that is the  
12    one vehicle that we spend time, we'll be working on services  
13    together. That is the one thing (indiscernible) are we making  
14    the right decisions. And (indiscernible) is all these face  
15    stores with different layouts and different ovens, and  
16    different lenders, and partners like yourselves work in those  
17    driver labs every single day to say this works, this doesn't  
18    work, this oven (indiscernible) here versus here. We actually  
19    have a really cool cold beverage station that we're testing  
20    that goes up and down so that you no longer (indiscernible)  
21    refrigerator that store partners built. So there's so much  
22    cool stuff that's a 360 feedback from what partners say. All  
23    the counters are made of either plywood or carboard and what we  
24    do is we cut them. And then we go over here and we say does it  
25    work over here (indiscernible) really fun place. And that's

1 done by partners. It's by partners for partners. And so your  
2 engagement, if you get a chance to add in any of those surveys  
3 for those of you that have access to workplace, any of those  
4 information sessions that we've provided. And we are thinking  
5 about testing hourly partners on workplace to see if that works  
6 or not. So lots of new stuff coming, and those ideas come out  
7 of the partner engagement surveys. So please, have your  
8 friends, partners, anybody you work with take them.

9 DEANNA PUSATIER: It's right on the weekly update.

10 UNIDENTIFIED SPEAKER: Thank you. Thank you all for  
11 coming. It was really nice meeting you all.

12 (Simultaneous speech, leaving meeting)

13 **(Whereupon, the hearing in the above-entitled matter was**  
14 **closed.)**

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C E R T I F I C A T I O N

This is to certify that the attached meeting before the  
National Labor Relations Board (NLRB), Region 3, Case Number  
03-CA-285671, in the matter of Starbucks Corporation that this  
is the original, complete, true and accurate transcript that  
has been compared to the recording provided by the Region.

Samantha Stewart  
SAMANTHA STEWART  
Transcriber



OFFICIAL REPORT OF PROCEEDINGS  
BEFORE THE  
NATIONAL LABOR RELATIONS BOARD  
REGION 3

In the Matter of:

Starbucks Corporation

Case No. 03-CA-285671

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Dates: September 2, 2021

OFFICIAL REPORTERS  
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**Exhibit 7**

UNITED STATES OF AMERICA  
BEFORE THE NATIONAL LABOR RELATIONS BOARD

REGION 3

In the Matter of:

STARBUCKS CORPORATION,

Employer.

Case No. 03-CA-285671

The above-entitled matter was transcribed from an audio recording on Thursday, September 2, 2021, with an unspecified time and location.



1                                    P R O C E E D I N G S

2            DEANNA PUSATIER: All right. So hello, everybody. My  
3            name is Deanna Pusatier. So I am the regional director for the  
4            area. I've been here -- been supporting this team for a couple  
5            weeks as the (indiscernible) regional director (indiscernible)  
6            a different role. So with that, I just kind of want to share.  
7            I'm a 22-year partner. I started out as a barista in Southern  
8            California, not too far from all the places you were just  
9            describing, and I've been all over the country. So not a new  
10          partner, but definitely new to you all.

11          And this is Natalie. She'll be hanging out for just a few  
12          minutes, and then Emily will pop in. So I think we'll have  
13          Rossann on the talk (indiscernible).

14          NATALIE: Oh, yeah. My turn?

15          DEANNA PUSATIER: Yeah.

16          NATALIE: Hi. I'm Natalie. I'm a seven-year partner  
17          based out of Boston, and I support the region, also  
18          the (indiscernible) region, and that's it. Going on seven  
19          years, not quite, in October.

20          DEANNA PUSATIER: Awesome. So I kind of want to share  
21          with you as we get started today, so for those of you who have  
22          been with us for a little bit longer, you probably know that we  
23          have these types of conversations. We have -- they're called  
24          listening sessions, sometimes called roundtables as well, or  
25          whatever, and sometimes we call them milk crate conversations.

1 All right. We're going to --

2 UNIDENTIFIED SPEAKER: Oh, I'm so sorry.

3 ROSSANN WILLIAMS: Welcome in. You can sit.

4 NATALIE: Okay. For to (indiscernible).

5 UNIDENTIFIED SPEAKER: I'm sorry I'm late. I got stuck  
6 talking to a partner -- which is not getting stuck. I got to  
7 talk to a partner and we kept talking, so I'm sorry -- at  
8 length.

9 DEANNA PUSATIER: All right. So let's actually back up.  
10 I have already introduced myself. Would you like to  
11 introduce --

12 UNIDENTIFIED SPEAKER: Sure.

13 DEANNA PUSATIER: -- yourself as we go around?

14 UNIDENTIFIED SPEAKER: I didn't get a chance to meet any  
15 of you out front. Well, I guess, we have somebody that's --

16 DEANNA PUSATIER: Come on in.

17 UNIDENTIFIED SPEAKER: You didn't actually bring an apron?  
18 Wow.

19 DEANNA PUSATIER: Nice. Welcome in. I'm Deanna.

20 NATALIE: Natalie.

21 DANIEL: My name is Daniel.

22 UNIDENTIFIED SPEAKER: Indiscernible. Hi. Nice to meet  
23 you.

24 ROSSANN WILLIAMS: And I'm Rossann for those of you that  
25 don't know me. I've met you two outside. Yes, be seated. And



1 I support Deanna and the partners -- we have two partners  
2 (indiscernible) here and Deanna who is your new regional  
3 director. And that's why I'm here is to help celebrate Deanna  
4 coming into the role and having a chance to work with her  
5 again. And she'll tell you about herself later, but I'm glad  
6 to be here. I just finished a great review of partners.

7 These listening sessions are a chance for us to be able to  
8 sit and talk with one another. And we heard last meeting that  
9 you guys, many of you, had never been to a listening session  
10 before. It's not like been our habit here having listening  
11 sessions. Welcome.

12 DEANNA PUSATIER: Hi, come on in. Welcome.

13 ROSSANN WILLIAMS: So I was saying that the last group who  
14 was in here, there were a number of partners that had never  
15 been to a listening session before, and there were partners  
16 that had been to listening sessions but mainly were just for  
17 supervisors, but not for baristas. So we're going to start  
18 here. It's something that we do in our markets. Every market  
19 I go to, I have listening sessions. So this is no different  
20 than that, but today is a day that we get a chance  
21 to (indiscernible), so it's great. The partner group was great  
22 last session, so I look forward to getting some time together,  
23 too.

24 And for those of you who do not know me, I support all  
25 retail stores in North America. So you can blame me for



1 everything and you can tell me all the things worthwhile. I  
2 take them all. I take them back.

3 DEANNA PUSATIER: Thank you for that. So just to kind of  
4 kick us off. So you know, as Rossann shared, these  
5 conversations, they're foundational to who we are. And so I do  
6 them regularly and so this won't be our last one together. And  
7 hopefully, some of you have been to some before, but if not,  
8 we're here today and I'm excited to meet you, and learn from  
9 you. I want to share with you that, you know, this is -- like  
10 I said, this is foundational who we are.

11 Today is a little bit different. And because of that,  
12 it's because we have a petition that was filed for an election  
13 with Workers International and it's a union who filed a  
14 petition to hold an election. We're not going to talk about  
15 the details of that today. I don't have all the details of  
16 that. And so you'll also hear certain things that we can't  
17 share, because we can't, right, because it would be against the  
18 law. And so just know that. If you hear me say, I don't know  
19 or I can't answer that, that's why.

20 But at the same time, we can still talk about what's going  
21 on in the store, how you're feeling, how you're feeling as  
22 partners, and get together for a conversation because it's  
23 really important to me, it's important to every single one of  
24 us here. So we want to hear what's on your mind. Anything to  
25 add to that?

1           ROSSANN WILLIAMS: The only thing I would rather add is  
2 every word in these sessions is confidential. What we discuss  
3 in the room, we don't discuss outside the room. We will take  
4 key things and go back to say, the key things regarding here,  
5 which I'm sure we might hear again, is that there's -- in some  
6 stores there's some staffing challenges, and then once we hire  
7 people, there's training challenges, and there's lot of new  
8 Partners. And so trainers and hours, that's putting a lot of  
9 pressure on stores. So we heard that as a theme. It's not --  
10 it's not a takeaway and say this person, that person. We're  
11 not writing anything down. We're not asking people -- I mean,  
12 we're not doing -- we're looking for themes. So that's one  
13 theme.

14           We've heard some themes around facilities and getting  
15 things fixed in a timely fashion. So we will take that away  
16 and we'll find out -- we'll get into the details of how many  
17 times are things called in, how long does it take to get things  
18 fixed. Because even that that's something that's challenging  
19 in this market wouldn't be unlike some other markets that we  
20 had these listening sessions in. So that's what we're really  
21 trying to do. We're just trying to get an understanding, how  
22 does it feel to be a partner? What's working well? What are  
23 you guys proud of? Brag, do some bragging rights about what  
24 you love about Starbucks. And what are some things you're  
25 working on that you would like us to be hear about?

1           And then, again, there's no names for -- you know, we're  
2   not recording any news to anybody. This is really one of the  
3   rare moments. And for me, my favorite part of the job is  
4   traveling the country and being able to sit with partners live  
5   time, because I get a lot of stuff translated through people.  
6   Because if it's translated through a store manager, translated  
7   through the district manager, translating through a regional  
8   manager, translating through PRO, by the time I get it,  
9   sometimes it's -- not that it's watered down, but it may not  
10   come as honestly as you would tell me.

11           So either when we're out in the stores or when we have  
12   this sacred hour and a half to just sit and talk about what it  
13   feels like to be a partner, the best part of my job and my  
14   favorite part. So I really am looking forward to the time  
15   together. And we'll answer any questions we can. If there's  
16   anything you guys want to know about what we're working on, or  
17   not working on, or any front resource stuff. We have front  
18   resource experts here. We've got Deanna, a 22-year partner,  
19   started as a part-time barista. Part-time barista?

20           DEANNA PUSATIER: Yup.

21           ROSSANN WILLIAMS: Part-time barista. So she's got a lot  
22   of experience and worked all over this -- the country. So  
23   you've got people here that have a lot of information if  
24   there's anything you want to share. And if not, we're here to  
25   listen. Everybody looks super excited or maybe it's just tired



1 at the end of your shift.

2 UNIDENTIFIED SPEAKER: Yes, that's it.

3 ROSSANN WILLIAMS: End of day, yeah. It could be that,  
4 too. It's nice and sunny, though. Thanks for whoever ordered  
5 the weather. I mean, I walked -- I walked outside my hotel  
6 room this morning and I was, like, oh -- I was walking over to  
7 the Starbucks store. Of course that's -- my day starts at  
8 Starbucks every day, and I walked out, and the sun was there.  
9 And I'm like, oh, my god, this is so beautiful here this time  
10 of year. It's really pretty out there.

11 NATALIE: If you have to use the restroom, does that -- I  
12 wasn't staying in the states. I was just really  
13 (indiscernible). I don't (indiscernible).

14 ROSSANN WILLIAMS: And anybody else can do that, too, if  
15 you have to get up and go --

16 UNIDENTIFIED SPEAKER: Yeah.

17 ROSSANN WILLIAMS: -- and you can come back. We're pretty  
18 laid back at this point.

19 DEANNA PUSATIER: Great. Well, I would love to know as a  
20 kickoff, you know, what's your favorite part of working at  
21 Starbucks?

22 UNIDENTIFIED SPEAKER: The people. Over the years I've  
23 met some really awesome people on the floor and through the  
24 job. So people that I'll be friends with for the rest of my  
25 life.

1 ROSSANN WILLIAMS: That's great. And how old are you?

2 DEANNA PUSATIER: Go ahead.

3 ROSSANN WILLIAMS: No, I was just --

4 DEANNA PUSATIER: How long have you been a partner?

5 UNIDENTIFIED SPEAKER: Almost four years. I've worked  
6 there for four years.

7 DEANNA PUSATIER: That's great. I'm still friends with  
8 people that I took my first sip with 22 years ago. We're still  
9 connected. It's amazing. Who else?

10 UNIDENTIFIED SPEAKER: Well, I think that we are able to  
11 be a part of and help people, you know, generally  
12 (indiscernible), you know. (Indiscernible) you help me and I  
13 help you.

14 ROSSANN WILLIAMS: All right. Anybody else have a  
15 favorite part?

16 UNIDENTIFIED SPEAKER: (Indiscernible.)

17 UNIDENTIFIED SPEAKER: I guess this also can lead into my  
18 first question. So I work at Sheridan/Bailey, and this is Sam.  
19 He also works for Sheridan/Bailey. And he's 12 years; I'm 10  
20 years.

21 ROSSANN WILLIAMS: That's a lot of working.

22 UNIDENTIFIED SPEAKER: Yeah. So Sam is like the most woke  
23 person. He would write these beautiful messages and help  
24 the -- the partners and the customers like keep up with current  
25 events in a not, like, forceful way, and it's just like how we

1 can support, you know -- for Asian heritage month, here's what  
2 we can do. And like, constantly, like let's do a partner  
3 appreciation board. Let's like take our favorite drink and all  
4 this stuff. And he's -- it makes me super proud to like he --  
5 like goes out of the way, especially because you know, stuff  
6 has been sucky, like, let's be honest.

7 And so for him to like -- I learned things like that he's  
8 written on like the blackboards with the chalk markers. And it  
9 just makes me feel like really proud to be a part of the  
10 company, that's like, yeah, let's have this conversation.  
11 Like, it doesn't have to be, like, a deep conversation, but the  
12 fact that you put this there, and like, you know, let's --  
13 like, let's do our favorite actress who is like LGBT and like,  
14 write it on the thing, and you can win, like, a free drink,  
15 like.

16 ROSSANN WILLIAMS: And do you like ask customers those  
17 questions?

18 UNIDENTIFIED SPEAKER: So he would like leave them towards  
19 the hand off and kind of be like, oh, tell us your favorite  
20 this. And it was -- it's just so great.

21 UNIDENTIFIED SPEAKER: We do. We have like questions of  
22 the week. We were asking like, what's your favorite local  
23 restaurant? And what's your favorite like ice cream flavor?  
24 Things like that.

25 ROSSANN WILLIAMS: So kind of conversation starter.

1 UNIDENTIFIED SPEAKER: Yeah.

2 UNIDENTIFIED SPEAKER: But also like we would have boards  
3 about like it's black history month, so here's some interesting  
4 local facts that a lot of people don't necessarily know and --

5 UNIDENTIFIED SPEAKER: Yeah, and it was --

6 UNIDENTIFIED SPEAKER: Things like that.

7 UNIDENTIFIED SPEAKER: -- not -- it was very tasteful.  
8 Very like, I don't -- it was never like with a negative tone.  
9 Because you know, sometimes like when you want to get your  
10 point across, you can be like a little aggressive, I guess.  
11 But it was always just very like uplifting and like, you  
12 know -- I didn't even know what some of the months were, like.  
13 So I'm like thanks for teaching me that.

14 So I guess my question is, why can't we do that anymore?  
15 Because we were told we can't do it anymore. We were told that  
16 our region wanted to be a little more uniformed and we can't  
17 decorate.

18 UNIDENTIFIED SPEAKER: And like we were -- so like we  
19 would have -- like, for Juneteenth recently, like, we made our  
20 daily offerings board. Just like we had a quote from the  
21 song -- I mean, I'm blanking now.

22 ROSSANN WILLIAMS: Like you'll remember as soon as you get  
23 up.

24 UNIDENTIFIED SPEAKER: Yeah, exactly. We had a quote from  
25 the song. We made this beautiful board. And it's like happy

1 Juneteenth. Like, and we were told recently that now it's only  
2 what's in the Siren's eye. And part of me definitely  
3 understands why because you know, we see a variety of customers  
4 with all different views and stores should be uniform, but it  
5 does feel like part of that third place was taken away.

6 And even things for, like, decorating for like a birthday  
7 or putting out pumpkins for fall, we were told that is no  
8 longer going to be happening moving forward. And if -- it's  
9 sad. I love working for Starbucks, first of all. I do. I  
10 love the customers. I love the people. And it is kind of sad  
11 to hear that because I feel like we know our customers, and we  
12 know our community, and we know what the people want to see and  
13 hear from us.

14 And it's just a little bit disheartening to hear that now  
15 our store has to be, from my view, more sterile and not as fun,  
16 and not as welcoming, especially after, like, going through the  
17 pandemic -- I mean, still going through the pandemic. It's  
18 just sad that we -- it seems like we can't celebrate anymore or  
19 just have as much fun as we used to be able to.

20 UNIDENTIFIED SPEAKER: I want to just second that. Sorry  
21 if you're done.

22 UNIDENTIFIED SPEAKER: No, that's okay.

23 UNIDENTIFIED SPEAKER: I -- the only reason I was silent  
24 throughout the entire what's your favorite thing about  
25 Starbucks is that mine was also taken away in that same way. I



1 was left that we were allowed (indiscernible) it's your  
2 expression. (Indiscernible) like pay today, and kind of like  
3 stuff like that was a big part of Starbucks. I always loved  
4 that you were kind of felt like you were kind of free to be,  
5 you know, yourself and like that exhibiting stuff. But lately,  
6 it's all numbers and it's all like, you know, you can't even --  
7 okay.

8 We were also given a thing -- like a thing for  
9 drive-through where it tells you like what you're supposed to  
10 do in the drive-through place or whatever. And it says, no  
11 more asking even how your day is.

12 ROSSANN WILLIAMS: What?

13 UNIDENTIFIED SPEAKER: Go faster, like sip orders. Go.  
14 Like, I don't -- that's what it's at. That's kind of been my  
15 concern all along is that like the -- Starbucks has kind of  
16 shifted in a way that I don't see everyday, so.

17 UNIDENTIFIED SPEAKER: So let me piggyback on that. There  
18 was, you know, a new thing in 2006 or whatever where the whole  
19 company was shut down and we were doing retraining. From what  
20 I was aware of, what I read, that was also one of the reasons  
21 they did that was people were -- partners and customers were  
22 talking about how each store is like a cookie cutter almost.  
23 It wasn't anything that was like -- that was individualistic  
24 about this specific store and stuff like that.

25 Like, being able to write signs and stuff like that,



1 obviously is a great way to separate one store versus another.  
2 So that change kind of didn't make any sense to me, especially  
3 with how -- like Starbucks touted that they were shutting  
4 everything done, and doing the retraining process, the whole  
5 company to get back to more like individualistic stuff like  
6 that. That does add to the whole service and experience  
7 overall. Didn't make any sense to me either.

8 DEANNA PUSATIER: Thank you all for sharing. I don't have  
9 any details on what -- you know, what or why you were told to  
10 stop all these things. I can absolutely like, you know -- I  
11 can try to understand more about that, but I really appreciate  
12 you sharing this feedback. I think it's really important.

13 UNIDENTIFIED SPEAKER: Okay.

14 NATALIE: How long have you been on the job?

15 ROSSANN WILLIAMS: How long have I been on the job? A  
16 year? Yeah.

17 UNIDENTIFIED SPEAKER: Two weeks.

18 ROSSANN WILLIAMS: Two weeks and you don't know everything  
19 already?

20 UNIDENTIFIED SPEAKER: Look, I'm learning fast. This is  
21 very helpful.

22 ROSSANN WILLIAMS: So she's two weeks on the job so that's  
23 why we're doing this is -- well, we do these in a number of  
24 different reasons, but for Deanna coming in, listening to you  
25 guys, listening from you guys on how things are going is a fast

1 way for her to get to know the market rather than her just  
2 getting out to see every store. So this is very helpful.

3 I don't know why you were told not to either. Somebody  
4 mentioned it on their way out of the last meeting, like why  
5 were they told to take down all their fall decorations. I  
6 said, I have no idea.

7 UNIDENTIFIED SPEAKER: Yeah.

8 ROSSANN WILLIAMS: I don't --

9 UNIDENTIFIED SPEAKER: We -- we would decorate -- one in  
10 particular loves, loves to decorate the store, and now she is  
11 severely limited by what she can and can't do. It doesn't stop  
12 her. I'm just going to put that out there. She's --

13 UNIDENTIFIED SPEAKER: Valance (phonetic).

14 UNIDENTIFIED SPEAKER: And we -- we absolutely love it,  
15 because it does make it feel a little more like home. But she  
16 was told not -- not by our manager, but by them to knock it  
17 off, and so.

18 ROSSANN WILLIAMS: Yeah, if any answer that we would have  
19 would be complete speculation, so we don't -- I don't know.  
20 And somebody mentioned to me. It's so funny that -- I will say  
21 there are markets that I've gone to -- and I've worked all over  
22 the world in different markets, so I've seen everything you can  
23 imagine. There are some markets that pay more attention to  
24 decorating their store than they do operating their store.

25 And in those situations they would say, you know, if you



1 pay more attention to making sure the store is operating well  
2 and it's clean, decorations are great, but you can't decorate a  
3 store but not run a store, right. There's times -- and I'm not  
4 saying that's what's happening here. There have been times  
5 when I've heard, okay, let's focus more on getting our stores,  
6 the standards, getting everybody trained, make sure we've got a  
7 great shift every shift.

8 And then once we get to that, we can do -- we can have --  
9 I mean, it's kind of like you earn your way to it. I have seen  
10 markets that have gone backwards on that. I have seen markets  
11 that put up lots of Christmas decorations and we don't  
12 encourage that because we want to celebrate everybody's  
13 religious holidays. And if you put Christmas trees up, then we  
14 have partners that may not celebrate Christmas or may not  
15 have -- may not be Christians that celebrate Christmas. And we  
16 want to make sure that every partner, no matter what their  
17 religious belief, feels like when they come to the store that  
18 the store recognizes them for who they are. So we do try to  
19 stay away from religious holiday decorations, but that's only  
20 because we're trying to create an environment where you guys  
21 feel you can come to work and be uniquely you.

22 So I would love to hear more about how you feel like  
23 you're not being able to come to work everyday and being  
24 uniquely you, because that's kind of the form and foundation of  
25 who we are. We've worked really hard and I -- again, what gets

1 lost in translation between how you guys are feeling and what  
2 gets lost in translation with what we think we're building,  
3 feels like maybe a little bit misaligned here in some ways.  
4 Because what I believe is that you should bring your very best  
5 self to work everyday, fully expressing yourself as long as  
6 you're not impeding on somebody else's beliefs, right. And  
7 that we should create a space for every person who can be  
8 celebrated for being uniquely the person you are, whatever that  
9 person is.

10 There's no, you know, shouldn't -- it shouldn't make any  
11 difference. You are who you are and that's who we want. We  
12 want you to be you. So if that's getting lost in translation  
13 somewhere, I would love to hear what are some examples, because  
14 that's actually not what we're trying to create. And it does  
15 feel like there's been some decisions made on maybe some  
16 policies that I don't know where they came from, but we will  
17 find out.

18 Deanna's new, so she's been here two weeks. And yes, she  
19 doesn't know everything, but maybe she will in three weeks.  
20 But that's -- that's what is helping us get kind of up to speed  
21 quickly is very helpful. So I appreciate all those ideas. And  
22 I have no idea why you couldn't do that. I'd love to come to  
23 your store and we can see what you put up, but there might be a  
24 different reason. Again, I don't know.

25 UNIDENTIFIED SPEAKER: I'd like to ask, I guess, just for

1 the purpose of these conversations, like what is a timeline of  
2 being, like, I'll get back to you and like I know you're  
3 listening, and you're going to have to track down some of these  
4 answers. So when would we and how we would be able to return  
5 to those points?

6 DEANNA PUSATIER: So here's one thing I will say and it  
7 kind of goes back to what we talked about in the beginning.  
8 There are certain things that -- like, I can't make any  
9 promises to you today. But the purpose of this is for me to  
10 listen and learn, so that we can look at the whole market, all  
11 of area 156, to understand what our partners are feeling so we  
12 can respond as quickly as possible.

13 So if there's something that you have a question for me, I  
14 would say, ask the question and -- but I can't make any  
15 commitments today to you or promises as a result of that.

16 UNIDENTIFIED SPEAKER: Okay.

17 ROSSANN WILLIAMS: But typically, when we do round tables  
18 in every market, we do it in every single market. I have three  
19 years of it back in the U.S. business. What we'll do is  
20 whatever the topics that come up, we -- Deanna will take those  
21 on as your regional director and she will make sure that they  
22 are prioritized across your whole area.

23 UNIDENTIFIED SPEAKER: How many districts do you have?

24 DEANNA PUSATIER: Nine.

25 UNIDENTIFIED SPEAKER: Nine districts.

1           ROSSANN WILLIAMS: And that those nine districts --  
2           usually they have nine or ten, so I don't know how many. And  
3           that across all those nine districts, she's prioritized. So if  
4           it is staffing and scheduling, then she would prioritize that  
5           and you would start hearing that through the communications  
6           through your manager and your district manager.

7           If it was facilities issues, you would start hearing from  
8           Deanna across all of her districts, what the changes or  
9           enhancements that we're making or not. So that's typically how  
10          feedback from a roundtable comes. It doesn't -- it doesn't  
11          come in, we're going to meet again next month and we're going  
12          to give the answers to all your questions. It will be more in  
13          how you see her and the rest of the leadership team show up.

14          UNIDENTIFIED SPEAKER: Okay.

15          UNIDENTIFIED SPEAKER: I actually have an (indiscernible).  
16          I heard somebody -- yes. I heard somebody a couple days ago in  
17          my store and you may not believe. I was told that each store  
18          has like a maintenance budget and that certain things get  
19          repaired, certain things don't get repaired because we are out  
20          of -- under budget or over budget. And I'm just wondering if  
21          that's really the case.

22          Like, does each store have a certain amount of money that  
23          they can spend on maintenance? Because a lot of things go  
24          wrong at our store all at once, but only, like, one thing gets  
25          repaired. And I'm just wondering if that has -- I know

1 facilities is to respond. I get that. But like, I'm just  
2 wondering if it's a -- if it's -- if we're over budget this  
3 month, so it doesn't get fixed this month kind of thing.

4 DEANNA PUSATIER: Like, so here's what I would say is that  
5 at a larger level we do have certain, you know -- we'll call it  
6 a budget. But really, it's like as we kind of spread out the  
7 money throughout the year, it's like here's the amount of money  
8 that we anticipate spending. But that never should prevent us  
9 from doing the right thing when a store is hurting on something  
10 critical.

11 Now, sometimes what you might see and I'm sure you've seen  
12 this is like we have a chip over here, a chip over there, a  
13 chip over there, and then they like might come to Lowe's and  
14 handle them all at the same time as long as they're not really  
15 creating a grand obstruction. We have a gash over here, that's  
16 a totally different situation, right. We want to make sure  
17 that we do the right thing for our customers.

18 And so we don't say, here, whatever is broken, we're not  
19 going to fix it, because money is tight in our store. That's  
20 not your kind of decision you're going to be making ever and --

21 ROSSANN WILLIAMS: And I'm sure, you know, too, there are  
22 different types of (indiscernible). Maintenance would be  
23 toilet breaks. That's --

24 UNIDENTIFIED SPEAKER: Oh, yeah, there's --

25 ROSSANN WILLIAMS: -- whatever they --





1 UNIDENTIFIED SPEAKER: There's (indiscernible).

2 ROSSANN WILLIAMS: Right, some -- some 24 hours, you have  
3 to get whatever.

4 UNIDENTIFIED SPEAKER: Right.

5 ROSSANN WILLIAMS: And there are tiers. So your  
6 facilities manager does have a budget and I think it's by  
7 quarter, but it's by region.

8 UNIDENTIFIED SPEAKER: Okay.

9 ROSSANN WILLIAMS: And if they get close to being over  
10 that budget, they have to say, hey, we're getting close to  
11 being over budget. And then it's up to Deanna to say, well,  
12 this is perfectly fine. If we need to get all of our highest  
13 priority stuff done and do it anyway. So some of this will --  
14 it's a little bit of art and science, but just like all of  
15 this, your store has a budget.

16 UNIDENTIFIED SPEAKER: Yeah.

17 ROSSANN WILLIAMS: I have a budget. I've got a budget at  
18 my house. I have a budget for my going out to eat dinner,  
19 which I constantly spend more money than I'm supposed to.

20 UNIDENTIFIED SPEAKER: Same here.

21 ROSSANN WILLIAMS: And then I have -- so now I have spent  
22 too much money, now what am I going to do. And that's kind of  
23 a -- so but there is not a hard-and-fast rule like Deanna said.  
24 If you -- if you spend it, and you need to fix it, we're going  
25 to still fix it. But there are guidelines just because we have

1 to figure out how to do that.

2 UNIDENTIFIED SPEAKER: Got it. (Indiscernible).

3 DEANNA PUSATIER: How many questions do you have?

4 UNIDENTIFIED SPEAKER: So I just want to make sure I'm  
5 getting it right, because I wasn't sure if you were joking or  
6 not. You've been to -- you've done this for three years, like  
7 going around to the districts for three years?

8 DEANNA PUSATIER: So I've been a regional director for the  
9 last three years, but I've been with Starbucks for 22.

10 UNIDENTIFIED SPEAKER: Okay. And so you've done these  
11 roundtables with -- in other districts?

12 DEANNA PUSATIER: For longer than three years.

13 ROSSANN WILLIAMS: I've done them for 17 years.

14 UNIDENTIFIED SPEAKER: Okay. Okay. I was just like, you  
15 said two weeks, I was like I don't -- was that --

16 ROSSANN WILLIAMS: 22 years and she was here two weeks.

17 DEANNA PUSATIER: I was here in the market.

18 UNIDENTIFIED SPEAKER: Oh, okay. Okay.

19 DEANNA PUSATIER: Yes.

20 UNIDENTIFIED SPEAKER: So I guess my question is, when  
21 people come to you from other districts with their like  
22 problems with whether it be scheduling or training hours, or  
23 whatever, and have you like found success in -- in altering  
24 that, because I feel like -- like, I don't know how to say it.  
25 Like, we are I guess -- I don't know who is a shift and who's

1 not a shift. But like we get that labor talk all the time and  
2 you know, like we don't -- we're the busiest store in the  
3 district, so.

4 ROSSANN WILLIAMS: Are you a shift?

5 UNIDENTIFIED SPEAKER: Yes.

6 ROSSANN WILLIAMS: Okay.

7 UNIDENTIFIED SPEAKER: So I guess like, us like begging  
8 and begging for extra shift -- for extra hours in the week just  
9 to survive, not even to flourish, to survive. So I guess my  
10 question is, have you seen -- like success in, like, other  
11 districts that have like requested this and things have  
12 changed?

13 Like, because I think a big thing in our district is,  
14 like, hours. And I think that we do actually, like, walk into  
15 the store like as our unique self but we walk out like the  
16 total opposite, because we're just worn out. So I guess have  
17 you had success, I guess, with, you know, other districts and  
18 changes and stuff?

19 DEANNA PUSATIER: So first of all, I talk to partners all  
20 the time.

21 UNIDENTIFIED SPEAKER: Okay.

22 DEANNA PUSATIER: Yes, like all the time. I talk to  
23 baristas, shift supervisors. In Massachusetts, we have shift  
24 managers. I talked to two partners last Saturday --

25 UNIDENTIFIED SPEAKER: Yeah.



1 DEANNA PUSATIER: -- from Boston. I go tomorrow to --  
2 tomorrow afternoon, so that's part of my job. It is what I do  
3 always.

4 UNIDENTIFIED SPEAKER: All right.

5 DEANNA PUSATIER: And so have I seen success? Yeah, I  
6 mean, I think any time our partners speak up and make their  
7 voices heard, we see success. We make success out of it  
8 together.

9 UNIDENTIFIED SPEAKER: Okay.

10 DEANNA PUSATIER: And so yes. And I'm hearing some very  
11 real concerns from you about labor, and I think that's really  
12 important for me to hear.

13 UNIDENTIFIED SPEAKER: Okay.

14 ROSSANN WILLIAMS: I've heard that a couple times, not  
15 from everybody but a couple.

16 UNIDENTIFIED SPEAKER: Yeah.

17 ROSSANN WILLIAMS: I just had a conversation, which is why  
18 I was late coming in. And there are things we can do in a  
19 store if you feel like you're not getting enough labor. We  
20 have a labor team that's in Seattle. Deanna knows who they  
21 are. And we can say, hey, here's a store number, can you check  
22 to see --

23 UNIDENTIFIED SPEAKER: Okay.

24 ROSSANN WILLIAMS: -- if what -- because it's an  
25 algorithm, that's a --

1 UNIDENTIFIED SPEAKER: Right, right.

2 ROSSANN WILLIAMS: I don't know all the stuff they do,  
3 because I'm not (indiscernible) --

4 UNIDENTIFIED SPEAKER: Right, math, and all that.

5 ROSSANN WILLIAMS: Yeah. I'm not a data scientist person.

6 UNIDENTIFIED SPEAKER: Right.

7 ROSSANN WILLIAMS: But the team, they are very  
8 conscientious partners.

9 UNIDENTIFIED SPEAKER: Okay.

10 ROSSANN WILLIAMS: They love -- well, many of them come  
11 from stores, so they work on the labor team that they worked in  
12 stores. And you can always email them or email Deanna and say,  
13 hey, here's my store number and something doesn't feel right.  
14 Like, weekends feel really tight or my afternoons don't. And  
15 they'll do -- they can do an analytics on your stores to find  
16 out if there's anything that's -- that doesn't match with your  
17 stores.

18 UNIDENTIFIED SPEAKER: Sure.

19 ROSSANN WILLIAMS: Which I've already got a couple store  
20 numbers to check.

21 UNIDENTIFIED SPEAKER: Sure.

22 ROSSANN WILLIAMS: Those things come out of these types of  
23 meetings. But it's not this type of meeting --

24 UNIDENTIFIED SPEAKER: Right.

25 ROSSANN WILLIAMS: You can ask that any time.



1 DEANNA PUSATIER: Any time.

2 ROSSANN WILLIAMS: It doesn't have to be just one of these  
3 meetings. But these meetings do have people to ask questions  
4 like you're asking and they don't know that that's something  
5 you can do everyday.

6 UNIDENTIFIED SPEAKER: Right.

7 DEANNA PUSATIER: I do want to -- I see your hand. But I  
8 do want to also comment, there's other components of labor that  
9 are equally important to bodies on the floor. I'm sure you all  
10 know this. But you know, all of our rules, routines, and  
11 stations that I've said so, and also how we have things, and  
12 sometimes we make things complicated with the way that we build  
13 them. And that's our responsibility to help every single store  
14 make sure that it's set up in there that it should be and easy  
15 for you to work in.

16 UNIDENTIFIED SPEAKER: Right.

17 DEANNA PUSATIER: And so it is -- like, it's how much  
18 labor is earned and working with those folks to make sure that  
19 your store isn't running out of labor. And then it's also how  
20 we have those details that we can control within the store to  
21 make sure that -- that we're doing things in such a way that  
22 allows for you not to work so hard.

23 And we were telling the last group, there's this -- we  
24 have a higher innovation center in Seattle. And part of it is  
25 like build this whole center, and we have mock stores that we



1 change the layout of them all the time, and we really study the  
2 most efficient way to do things, not to -- I mean, really the  
3 whole purpose is to make you have to move less, you know.

4 UNIDENTIFIED SPEAKER: Right.

5 DEANNA PUSATIER: So that it's not so stressful to work.  
6 And so all of the standards and the routines that we have are  
7 really built off of making sure that your lives are easy as  
8 they possibly can be.

9 UNIDENTIFIED SPEAKER: Okay.

10 UNIDENTIFIED SPEAKER: I'd say my question also is --  
11 involves that. How much influence do you guys have on that?  
12 Because like, my store manager used to write algorithms for  
13 labor calculations and stuff. Our store, the number he pointed  
14 to me was something like -- something like 5- to 800 more  
15 transactions than this same time last year, and the labor  
16 number is almost still exactly the same. It's maybe like a  
17 four-hour shift a day more than what that was last year and  
18 what we were earning.

19 So like, and there's some other -- well, another company  
20 did the algorithm and they conferred, later calculation and  
21 stuff, and all the math they're doing and stuff. It doesn't --  
22 the sale increase is not -- the sales increases and business  
23 increase are not reflected in the labor that we're getting. So  
24 like, how realistic is it that you have like an influence over  
25 that? Because the numbers and stuff just are not letting up

1 for people that are -- like, have done this as their job.

2 People who -- that are -- the way their mind works does these  
3 calculations and like stuff is not letting up.

4 ROSSANN WILLIAMS: Well, I would have them call Limte  
5 (phonetic). If they have experience that they can call and  
6 talk to somebody that's doing work, we have -- we have any sort  
7 of (indiscernible).

8 UNIDENTIFIED SPEAKER: The other question I have is,  
9 how -- how do I say this? How well is it communicated with the  
10 store managers? Because like I said, my store manager has  
11 taken some -- he has told me that he feels like he's not been  
12 listened to. He's gone out of his way to over schedule us  
13 against what his -- against what our district manager says.

14 And then when he does that, the numbers increase, like the  
15 sales numbers increase to reflect what he was saying, but he,  
16 like, wasn't listened to. So he went against what he was told.  
17 So like, is that -- my question I guess is how much that is  
18 that communicated to the store managers so they can do  
19 something like contact the teams that do that?

20 DEANNA PUSATIER: I -- I can't -- here's what I will say  
21 is we will make sure that, you know, all store managers get  
22 this communication, and it sounds like the manager did the  
23 right thing if they knew that there was going to be a sales  
24 increase, and they have had active labor, and it worked out.  
25 It sounds like your manager did exactly what they were supposed



1 to do.

2 ROSSANN WILLIAMS: And really -- really there's nothing --  
3 labor is -- I'm telling you, it's one of the most difficult  
4 things we do. So for those of you -- I don't know if you get  
5 to write schedules at Starbucks. But we measure what the  
6 forecast is, so what are your forecasted sales. And then after  
7 the week is over, we measure how many hours did you earn based  
8 off how many transactions you had, and the store manager -- the  
9 measurement of success is how well did you schedule to what you  
10 earned. Because we know the forecast.

11 A machine can't know exactly if it's going to be sunny on  
12 a Friday and you guys are going to have a busy Friday  
13 afternoon, right, or rain, or snow, or a hurricane, or a parade  
14 in front, right. So the system is only as smart as the  
15 algorithm. That's why the store manager has the authority  
16 between the forecast and what earned is, it is true that we  
17 have your -- there is a lot of focus on not over spending to  
18 earn, because that is something that's driven by timestamp.

19 So every time you make a drink, we have data scientists  
20 that clock how long it takes to drink, and how long does it  
21 take to clean a bathroom, how long does take to place an order,  
22 how long does it take to count money. And that's how the whole  
23 labor system is built end to end. But at the end of the day,  
24 if the forecast -- won't know the local nuances.

25 That's why as Deanna said, it sounds like your store



1 manager did exactly the right thing is if he thought that  
2 that's how much you're going to earn and that's what you  
3 earned, then that's exactly what the store manager should do.  
4 And if they don't know, they can call and ask questions. We'll  
5 find out why. Because there's a whole team of people that  
6 would love to hear from him.

7 DEANNA PUSATIER: And to answer your question also, how  
8 often do the store managers talk to us. We did have a little  
9 series on our internal Workplace site where we basically went  
10 through some of this stuff, and we have had multiple meetings  
11 about it. And so I think we can find those and make sure that  
12 those become available for all store managers as well. Like,  
13 they're out there and they have access to them, so we  
14 will (indiscernible).

15 UNIDENTIFIED SPEAKER: I do think there is some kind of  
16 failure of that communication, because there are so many stores  
17 complaining about this throughout --

18 DEANNA PUSATIER: That doesn't sound right.

19 UNIDENTIFIED SPEAKER: Yeah, because like not even because  
20 we're tired, because we are, but it also because you guys  
21 value, like, you know, customer and stuff, and I mean, you  
22 know, and then making that (indiscernible), if you all. But we  
23 are like so stretched thin that we can't even stop to like, you  
24 know, have (indiscernible). So I think that that's kind of  
25 that, that we're prioritizing that, making that moment right

1 for every customer. And that we should make sure that  
2 communication is there, because we are all so tired. Like,  
3 everyone's going to pull that bathroom detail, but we are  
4 just -- but we want to not dread every shift.

5 ROSSANN WILLIAMS: Is your store staffed?

6 UNIDENTIFIED SPEAKER: It's a -- it's a similar thing,  
7 like, I guess it's whatever labor you earn, but yet our numbers  
8 are like constantly way over or whatever.

9 UNIDENTIFIED SPEAKER: Yeah, in the past week, we have  
10 significantly more, like we're adding up -- our manager  
11 actually did overstaff us because he knew. He could see the  
12 trend. And he earned so much more labor for the next week, and  
13 we don't have the people to cover it.

14 UNIDENTIFIED SPEAKER: Okay.

15 UNIDENTIFIED SPEAKER: Like, we have so many hours that we  
16 are all working at full capacity that we have so many hours  
17 that can't be covered in our store.

18 UNIDENTIFIED SPEAKER: Yeah, yeah. So that makes it even  
19 harder.

20 UNIDENTIFIED SPEAKER: Yeah.

21 UNIDENTIFIED SPEAKER: And it's just a lot. I don't know.  
22 But there needs to be some kind of, like, different  
23 communication there then. That's my --

24 DEANNA PUSATIER: Thank you. Thank you.

25 UNIDENTIFIED SPEAKER: I have something to build off of on

1 that. And I feel like lately, like throughout the past maybe  
2 two years with the pandemic, there's been a lot of call offs,  
3 too. And it's understandable, you know. I wouldn't want to  
4 work with a sick partner and they shouldn't have to work. But  
5 I feel like if there is a call off, it's -- the store seems to  
6 fall apart and it feels -- I feel like that shouldn't happen.  
7 Like, you shouldn't have one person call in sick and then we  
8 can't maintain the store, make connections.

9 And for our store, Sheridan and Bailey, it's almost  
10 everyday there is a call off, and it's hard. A few days ago,  
11 we had this customer, Tracy (phonetic), she comes in three  
12 times a day. And her daughter literally just went to Princeton  
13 last week. And I love chatting with her. And she came in the  
14 other day, and we were down a person, and I just -- I have to  
15 just rush her through. I had no time to even, you know, ask  
16 her how she's doing. It was just so busy.

17 And it just -- I'm just wondering, like, I -- is there any  
18 part of the labor formula or system that we could -- that could  
19 be tweaked to make up for that so that if there is a call off  
20 that the store doesn't struggle? I would -- I would love to  
21 know what you guys think about that.

22 DEANNA PUSATIER: Yeah, I -- I appreciate that. So here's  
23 what we're looking at. It's -- you're right. You articulated  
24 this well. We want to make sure that our partners are healthy  
25 and they come to work, and they don't feel pressure coming to

1 work. And there's also, you know, partners still working in  
2 the store.

3 And so what we're doing is crossover orientation. We're  
4 trying to take a look at these stores where this happens and  
5 schedule over, right, as many of you talked about so that we  
6 can kind of plan for some of the things that we've seen to  
7 happen -- we've seen happen across all stores that are having  
8 this issue. So yes.

9 ROSSANN WILLIAMS: Some markets are -- some of these  
10 listening sessions that we have, some markets are sharing that  
11 they're doing like -- they're scheduling like an extra three  
12 people for a district. And those three people have agreed to  
13 work in whatever stores, like I can work in these four  
14 different stores, and if there's a call out, they get called to  
15 that store for that day. And if there are no call offs for  
16 that day, they get to go work whatever store is their home  
17 store. So we've tried that in some markets that have a lot of  
18 call offs.

19 There's other reasons that people -- that are -- there are  
20 a lot of call offs minus COVID, right. Sometimes people just  
21 don't have the schedule they need and sometimes they pick up  
22 schedule -- they pick up hours at a different store, and  
23 sometimes they've got children that are home sick from school  
24 and they don't have child care. So it's getting to in every  
25 store what is the right answer for one -- every store. It's

1       probably different than saying here's the answer to all stores.

2               But working with the district manager and Deanna and  
3       approaching what's the right solution for your store or your  
4       district, and those are the types of things that we are  
5       learning in other places across the country that are  
6       experiencing high call outs as well. Some markets don't, so  
7       they probably don't need the same systems that you guys would  
8       need.

9               But that's why we try to make as many decisions locally  
10       that come from actual stores, because you guys have all the  
11       best ideas that we need to do. But that's some of the ideas  
12       that are already in the works. Some partners love to be on the  
13       call list saying, I get to go work somewhere new today. And  
14       some partners are I don't want to go work anywhere but my own  
15       store. So then we have to work with partners like that, too,  
16       because not everybody wants to go work in other stores, and I  
17       get that.

18              UNIDENTIFIED SPEAKER: When people call off as a shift,  
19       what is the obligation of the store manager when somebody calls  
20       off? Because I feel like a lot of the pressure to get the  
21       shift covered or to get mobiles off or call your proxy is put  
22       on the shift who is probably in three positions.

23              UNIDENTIFIED SPEAKER: Or the barista who is calling off.

24              UNIDENTIFIED SPEAKER: The barista who is calling off, I  
25       always make --

1 UNIDENTIFIED SPEAKER: Before you call off -- before you  
2 call off, you got to call everybody on your list to make sure  
3 someone can cover your shift; otherwise, don't even talk to  
4 your manager. I mean, like, that's how it is in my store.

5 UNIDENTIFIED SPEAKER: Yeah. What do we do about that?  
6 Because I have -- I know partners that have and I just tell  
7 them like, you have to find the coverage. But we also have it  
8 even written on -- I don't know if any stores use it. When I  
9 returned to work, it doesn't anymore. But there's a thing, you  
10 know, the schedule is supposed to be posted. It even says on  
11 there, it's the manager's --

12 UNIDENTIFIED SPEAKER: Manager's responsibility.

13 UNIDENTIFIED SPEAKER: -- responsibility, but that  
14 managers will regularly push it off, and say you have to do  
15 this. Have you done this already? Come in or figure it out  
16 instead of them doing the thing that is -- the written down  
17 thing that is part of their job description.

18 DEANNA PUSATIER: If you are not feeling well and you are  
19 sick, it is your job as a partner to notify your store manager  
20 with as much notice as you're able to do to let them know that  
21 you're not able to come to work. And it is their  
22 responsibility to get your shift covered when you are not  
23 feeling well. They may ask for guidance or assistance with the  
24 shift supervisors on duty who are working, respectfully.

25 But at the end of the day, it's the store manager's

1 responsibility to try and cover those hours, and the shifts for  
2 the store for partners that are not coming in.

3 UNIDENTIFIED SPEAKER: Thank you.

4 ROSSANN WILLIAMS: And the other thing we said in the last  
5 meeting and I want to say in this meeting, and then I'll turn  
6 it over to --

7 UNIDENTIFIED SPEAKER: Danny.

8 ROSSANN WILLIAMS: -- Danny. Let's be honest, we're all  
9 human beings and sometimes we get it right, and sometimes we  
10 don't get it right. And I have made very public mistakes in  
11 this company over my career. There's times I wish I could take  
12 back decisions I made because I thought they were the right  
13 decisions at the time, but they are not.

14 But the one thing I know about Starbucks is whether we get  
15 it right or we get it wrong, we have to own up to it. And if  
16 you've got a store manager who you think you're working with --  
17 I don't need to know who it is, doesn't make any difference.  
18 Nobody is coming to work at Starbucks to be a bad person.  
19 Sometimes we find ourselves in a situation where we try to make  
20 the best decision we can and it may not be the right decision.

21 And you have a voice, every -- every partner at Starbucks  
22 has a voice and your voice is valued. And if you think there  
23 is something going on in your store that -- somebody brought up  
24 fear of retribution at the last meeting. If you work in a  
25 store where there's a fear of retribution, that's against the



1 company policy. And you've got ethics and compliance outlined,  
2 you can call, it's confidential that somebody will investigate  
3 your situation. I hope we don't have to do that, but that's  
4 what it's there for.

5 You have PRSC if you're having a partner issue in your  
6 store with your manager, with your shift supervisor, with your  
7 district manager. They can call them and they will help,  
8 again. So that's why we put those processes in place because  
9 we know we're all humans and we know we don't always get it  
10 right. If you have a store manager in a store -- this last  
11 year, I don't know about you guys, but it's taken a toll on me  
12 and my family. I can only imagine how it's taken a toll on you  
13 and your family, and your shift supervisors, and your store  
14 managers. And they may be really stressed out at home, I don't  
15 know. They may be having problems with their children going  
16 back to school, or worried about their kids because they can't  
17 get vaccinated. I don't know.

18 But we're all humans and we make mistakes. So if you're  
19 in a store where you feel your store manager or somebody else  
20 is making a decision that's not in line with the policy or  
21 something that you think is wrong, and you don't feel  
22 comfortable talking to your manager about it, and you don't  
23 feel comfortable talking to your district manager, you've got a  
24 regional director. You've got partner resource people and you  
25 have competent (indiscernible), please speak up. We don't know



1 where the problems are unless people have a voice, right.

2 And if you're saying your store manager is making you find  
3 somebody to cover your shift, then we -- then the store manager  
4 doesn't understand the policy, or the store manager might need  
5 some help, or the store manager might need to be trained. I  
6 don't know what the problem is, but we -- if we don't know  
7 about it, we can't help. Does that make sense?

8 And we all make mistakes. I'm the first one to admit it.  
9 But we also have to be courageous enough to speak up when we  
10 see something that's not right; otherwise, we don't know how to  
11 fix it. Does that make sense?

12 UNIDENTIFIED SPEAKER: Yes.

13 ROSSANN WILLIAMS: So a lot of times when we go out and do  
14 these listening sessions, we'll hear from people. Well, they  
15 won't let us put up decorations anymore. I have no idea where  
16 that came from, but you can always call that in if you wanted  
17 to call it in and say we don't -- where did the policy come  
18 from and what -- why is it in place? You always have a right.  
19 You have -- and your voice matters to us. We really do want to  
20 hear. So it sounds like you've got, I mean, maybe some call  
21 out policy.

22 UNIDENTIFIED SPEAKER: I'm wondering -- so like, I'm very  
23 thankful in my store.

24 ROSSANN WILLIAMS: You're very what?

25 UNIDENTIFIED SPEAKER: I'm thankful --



1 ROSSANN WILLIAMS: Yup.

2 UNIDENTIFIED SPEAKER: These masks are just --

3 ROSSANN WILLIAMS: They're awful.

4 UNIDENTIFIED SPEAKER: I mean, I've only been really sick  
5 once, but I called out and the manager found coverage for me.  
6 It was -- you know, it was how it was supposed to be. But  
7 sometimes I feel like when people are calling out, there's no  
8 control over -- like, the people that are there now are left  
9 to --

10 ROSSANN WILLIAMS: Cover.

11 UNIDENTIFIED SPEAKER: -- cover and we have mobile, Uber  
12 Eats, a drive-through that runs morning to night, and -- and a  
13 cafe, and I just don't -- it's impossible. It's impossible to  
14 deliver. We're failing meeting Starbucks drink standards and  
15 we're trying our best. And I feel like -- it's like don't  
16 shake the drain, don't do this, just get it out, get it out,  
17 get it out. And people are waiting, waiting, waiting.

18 We deal with so many unhappy customers and it's just,  
19 like, maybe if we could have control over one piece of the  
20 puzzle there. I don't know if there's like -- and it seems to  
21 be like there's no limit in the amount of mobile orders that  
22 can come in at any given time. There's no limit on the Uber  
23 Eats orders, which are like really time consuming because you  
24 have to package them, and wait for an order, and that person is  
25 also running a drive-through.

1           Like, I just wonder sometimes, like, maybe we can handle a  
2   call out if we -- what is the -- maybe I guess the question I  
3   have is, what is the -- when might mobiles be turned off, for  
4   example?

5           ROSSANN WILLIAMS:   Mobiles?   Mobile orders.

6           UNIDENTIFIED SPEAKER:   I have a question about that.  
7   Because like, my store, we're issuing with another store as  
8   well.   And it's, like, we're a newer store so it's been taking  
9   us a lot of time to kind of figure out everything, and figure  
10   it out, like what's the best for us, and the best function.  
11   Like, the way that the store was originally set up was a  
12   nightmare.   We've had to rearrange the store probably like four  
13   or five different times at this point now.

14           But like, what you say with the call offs and stuff, like  
15   I just remember back in May, right before the shortage got  
16   really bad, because I know everybody knows  
17   that (indiscernible), like hours are back up, but we were  
18   struggling there for a minute without having anything.

19           But before that, like you have a partner call off or like  
20   our bar would go down.   Like, we're a brand-new store and both  
21   of our bars go down like nobody's business.   Like, they can't  
22   handle the volume number going -- like the volume that our  
23   store pumps out at all.   And we're now getting told no that we  
24   can't turn mobiles off anymore.   So we're running a five-  
25   partner play pushing out 70 ads.   We're just screwed.   Like

1 we're just basically told to suffer through it, keep going, and  
2 keep pushing mobile orders, and to just keep pushing  
3 drive-through. And our managers can't do anything about it.

4 Like, my store manager now can't turn mobile orders off to  
5 even give us a break, to even let us, like, text Siesta, get  
6 everything restocked, and just to fix everything. Like, it  
7 just feels like we are kind of set up to fail a little bit. I  
8 know that's not how it's supposed to be, but I feel like I  
9 don't know why they were -- like, the right for them to take  
10 them away -- to turn mobiles was taken away, because I feel  
11 like that's just making things so much harder over these last  
12 couple weeks, too, because now we're slammed again with  
13 business but we still don't have half the things that we  
14 normally do.

15 And now we're trying to push it out, but there's only five  
16 people on the floor right now, and we still have to run breaks.  
17 Because if you are behind on breaks, then everything else is  
18 screwed.

19 ROSSANN WILLIAMS: So there's a few different things that  
20 I want to address in what you all have shared. So it's fine.  
21 I hear it. I hear it.

22 UNIDENTIFIED SPEAKER: Thank you.

23 ROSSANN WILLIAMS: That was feedback. Okay. So --

24 DEANNA PUSATIER: I missed it.

25 ROSSANN WILLIAMS: I thought she was -- she was cosigning

1 the comment, so (indiscernible, simultaneous speech).

2 UNIDENTIFIED SPEAKER: Thank you for the cookie bag as  
3 well.

4 ROSSANN WILLIAMS: So here are a few things. So the  
5 mobile order, there's a few different reasons ideally, we  
6 wouldn't want to turn it off. First, I do want to say if you  
7 have to turn it off, you have to turn it off. I mean, you  
8 don't see it in the moment, it actually makes the other  
9 channels exceedingly busy and it makes other stores exceedingly  
10 busy, and they don't know what happened, right.

11 Did you ever have a store close early and you didn't --  
12 you weren't aware at all, and you're like, oh, I have a five-  
13 partner play, but actually, that's what we should have but now  
14 somebody else turned something off and you're inundated. And  
15 it gets harder to predict. And so that's the other thing.

16 So like, outside of like how it makes customers feel and  
17 all that, it actually hurts our partners a lot of times. Now  
18 with that said, if we need to turn it off because whatever  
19 circumstance happened, we'll turn it off. That's okay. But  
20 the thing I do just also want to make sure that I'm clear about  
21 that sometimes there is a partner that may be hurting that  
22 might not be standing right next to you really badly because  
23 all of a sudden, they just got a huge influx of business that  
24 they don't know where it came from and they weren't prepared  
25 for. So I do just want to share that.

1 I also am hearing some of the stuff that's like the thing,  
2 like, you know, you kind of started out. We've gotten a lot of  
3 feedback about labor, call offs, and I'm hearing that and I'm  
4 taking that. I just want to know I'm taking it very seriously,  
5 because at the end of the day, that is the core of everything  
6 that you are saying. And so all of these things that you're  
7 describing, like, that's really -- that's really where it is,  
8 is having that partner to do it.

9 UNIDENTIFIED SPEAKER: I just wanted to make another  
10 comment about my store specifically. That sometimes when the  
11 manager is not there -- I mean, he doesn't work -- he doesn't  
12 work seven days a week -- and the shift is overwhelmed. The  
13 first thing we do is just lock -- lock the cafe. We do the  
14 drive-through very well. We just lock the lobby and we really  
15 don't care about it. We don't really have a full person, like  
16 we cannot run everything. We're already not doing great.  
17 We're already barely nonstop, so we're doing everything we can.

18 The lobby is the only thing we can control, so we turn --  
19 we just limit access to it and it's just a drive-through store.  
20 And customers are not -- they don't get mad at that because we  
21 explain, hey, someone called off. We don't have enough people.  
22 Or look, it's really busy. Or like, usually it happens on a  
23 Sunday and Sunday is really big in Buffalo for some reason  
24 everywhere. Like I feel like we all Sunday morning, we filled  
25 out one dish maybe.

1 UNIDENTIFIED SPEAKER: Later.

2 UNIDENTIFIED SPEAKER: You have all of my sympathy and  
3 respect, because you're down the street from all that nonsense.  
4 But usually we just call -- we just lock the lobby. The shift  
5 locks the lobby and she just texts the manager, hey, we closed  
6 the lobby until noon because so and so is not here, and  
7 somebody is coming in and so we will open and unlock it. And  
8 he's usually okay with it. Because they took away our ability  
9 to turn off mobiles. So I just wanted to say that it was okay  
10 to do that.

11 UNIDENTIFIED SPEAKER 1: And --

12 ROSSANN WILLIAMS: Noted.

13 UNIDENTIFIED SPEAKER 1: -- yes. I guess. And Kaci's  
14 like, you guys -- y'all have to do --

15 UNIDENTIFIED SPEAKER 3: I mean, what we do, like,  
16 (indiscernible) because I've had a district manager come into  
17 our store, look at us struggle the way we struggle, and do --  
18 and really disheartening to be reprimanded when we're --

19 UNIDENTIFIED SPEAKER 2: Yeah.

20 UNIDENTIFIED SPEAKER 3: -- when we're doing all the  
21 things we're doing.

22 UNIDENTIFIED SPEAKER 2: Yeah.

23 UNIDENTIFIED SPEAKER 3: And just about the coverage as if  
24 any of it is in our control and then be told we can't go home.  
25 I mean, that was just a bad day. I didn't appreciate that at



1 all.

2 UNIDENTIFIED SPEAKER 2: Um-hum.

3 UNIDENTIFIED SPEAKER 3: Like --

4 UNIDENTIFIED SPEAKER 2: (Indiscernible).

5 UNIDENTIFIED SPEAKER 3: Yeah.

6 UNIDENTIFIED SPEAKER 2: Like -- like they'll come in and  
7 they'll see us visibly struggling, and they'll be like, your  
8 drive-through counts are too high. Like, they're lucky we're  
9 getting drinks out at all. Like, we're all at that -- we're  
10 all just a little bit over our (indiscernible) points right now  
11 with labor and -- and -- and that, so yeah. (Indiscernible).

12 UNIDENTIFIED SPEAKER 3: So yeah. He wanted me, but  
13 (indiscernible). I'm sure (indiscernible). I closed the lobby  
14 because keeping mobiles on is important for, like, labor and  
15 getting (indiscernible).

16 UNIDENTIFIED SPEAKER 2: Yes. Yeah.

17 UNIDENTIFIED SPEAKER 3: But if you can funnel everybody  
18 in the drive that's sent their mobile orders to give us, maybe  
19 that, or either (indiscernible) drive through.

20 UNIDENTIFIED SPEAKER 2: Right.

21 UNIDENTIFIED SPEAKER 3: But you can see it. It hasn't --

22 UNIDENTIFIED SPEAKER 2: Right.

23 UNIDENTIFIED SPEAKER 3: -- (indiscernible) fast and  
24 stuff.

25 UNIDENTIFIED SPEAKER: And there is a limit on how much

1     you can mobile order, actually, I found out at the store  
2     because some people ordered 16 drinks twice.

3             UNIDENTIFIED SPEAKER: Oh my god.

4             UNIDENTIFIED SPEAKER 2: There's a lot of that.

5             UNIDENTIFIED SPEAKER: So the mobile limit, I believe, is  
6     16 drinks.

7             UNIDENTIFIED SPEAKER: Yeah.

8             UNIDENTIFIED SPEAKER: Not items. Hot drinks.

9             ROSSANN WILLIAMS: Can I ask a question just because --

10            UNIDENTIFIED SPEAKER: (Indiscernible).

11            ROSSANN WILLIAMS: -- (indiscernible)? No. And I see  
12     you're reacting, right? So is your store today (Indiscernible)  
13     same thing when you were closing lobby doors --

14            UNIDENTIFIED SPEAKER: We used to. We haven't been able  
15     to, but we haven't closed the lobby at most locations  
16     (indiscernible) our espresso machines cannot handle the volume  
17     that we're pushing out. Like, by (indiscernible) calibrate it  
18     by, what, 5:15 in the morning. It's running. You're waiting  
19     five minutes for (indiscernible) shot. It's (indiscernible).

20            UNIDENTIFIED SPEAKER: Cool.

21            UNIDENTIFIED SPEAKER: But it's disgusting how fast the  
22     bars go down.

23            UNIDENTIFIED SPEAKER: And then, it's almost physically  
24     impossible to have one bar providing drinks for the café,  
25     mobile, and drive-through all as well as (Indiscernible). And

1 that's (indiscernible) station, and you have to be  
2 (indiscernible) certain amount. If not, we're going to do  
3 things wrong. At the same time, we have a closed bar. We're  
4 under staffed. We're like -- you know, and we're not  
5 (indiscernible) mobile (indiscernible), something like that.  
6 Hence, going back to why are we serving (indiscernible).

7 ROSSANN WILLIAMS: I want to be sure to get to Danny.  
8 He's been patiently (indiscernible).

9 DANNY: (Indiscernible). On the first day, I was  
10 (Indiscernible) college tuition. I was just like, man,  
11 (indiscernible) because it's like for me, I'm (indiscernible).  
12 Like, I don't know. I -- one time, there was like a  
13 (Indiscernible) where I told her (indiscernible). I ain't  
14 nobody, until, you know, our manager, you know, until somebody  
15 (indiscernible) me. And if (indiscernible) the manager.  
16 (Indiscernible) times, and it was like (indiscernible) I was  
17 just told to go home. And then, (indiscernible) called in sick  
18 and (indiscernible) saying I was (indiscernible) find out what  
19 time (indiscernible) check, or I said, you might -- might have  
20 a lot of concerned people who (indiscernible). You know, that  
21 was a little (indiscernible), so I didn't know anything about  
22 that. So I think one time (indiscernible) 3:00 in the morning  
23 (indiscernible) home. His phone was off, and then, drive all  
24 the way. It was wrong. Drive all the way back home, in the  
25 morning, 3:00 in the morning. (Indiscernible). The only one

1 (indiscernible) work. (Indiscernible) home, but then, he's  
2 (indiscernible). (Indiscernible) evening, they just switched  
3 me (indiscernible). I've already trained (indiscernible).  
4 They told me (indiscernible), and (indiscernible) so it was  
5 kind of hard to train him. It was just kind of like  
6 (indiscernible), but then, I get penalized for (indiscernible)  
7 process or (indiscernible) bar (indiscernible).  
8 (Indiscernible) put on bar sometimes. So you don't have to do  
9 everything else, especially when (indiscernible) and then I get  
10 put on like (indiscernible) for hours, and unless  
11 (indiscernible) list and help them. (Indiscernible) some help,  
12 you know, I could hear (indiscernible), and it was like crazy  
13 (indiscernible).

14 ROSSANN WILLIAMS: (Indiscernible).

15 UNIDENTIFIED SPEAKER: Oh, um.

16 ROSSANN WILLIAMS: You tried to raise your hand earlier.  
17 I'm sorry. What's your name?

18 UNIDENTIFIED SPEAKER: My name is (indiscernible).

19 ROSSANN WILLIAMS: (Indiscernible).

20 UNIDENTIFIED SPEAKER: So I know (indiscernible) very  
21 overwhelmed. I don't like work in the drive through store --  
22 or excuse me -- cafe, but it's right in the middle of the  
23 plaza, so I don't know. (Indiscernible) small of a store in  
24 the plaza, so even if we did have enough people, there is  
25 nowhere -- like, there's nowhere for them to go.

1 ROSSANN WILLIAMS: Um-hum.

2 UNIDENTIFIED SPEAKER: You know, like, and I  
3 (indiscernible) rubbing up against people, trying to get past  
4 people. There's just not enough space. I know you can't  
5 really, like, discuss that, but it (indiscernible) volume we  
6 get, there's not enough space to do it. So I would be running,  
7 like, register by myself with, like, a line of customers  
8 filling the store. And then, a whole bunch of, like, mobile  
9 orders and (indiscernible) orders, food, and (indiscernible)  
10 orders and curbsides, like, trying to run that all by myself,  
11 and that obviously doesn't really work out (indiscernible) but  
12 there's just not -- not space to accommodate enough people to  
13 run the store when it's really busy like that.

14 ROSSANN WILLIAMS: (Indiscernible).

15 UNIDENTIFIED SPEAKER: I don't know if you know anything  
16 about that, but we've also been told -- (indiscernible). We've  
17 been told that we were, like, due for, like, a remodel multiple  
18 times, but then it got pushed back. And then we have problems  
19 with, like, our floors. And we were told that our  
20 foundation's, like, kind of rotting because water would seep up  
21 through the floor, and we'd all be walking in a puddle.

22 ROSSANN WILLIAMS: There's a reason this store is  
23 (indiscernible) because the Old Main Streets flooded, it rotted  
24 underneath the (indiscernible).

25 UNIDENTIFIED SPEAKER: Yeah.



1           ROSSANN WILLIAMS: But they were having black mold  
2 issues --

3           UNIDENTIFIED SPEAKER: The back?

4           ROSSANN WILLIAMS: Yeah.

5           UNIDENTIFIED SPEAKER: (Indiscernible). Yeah.

6           UNIDENTIFIED SPEAKER: Yeah.

7           UNIDENTIFIED SPEAKER: No. (Indiscernible), right? So --

8           UNIDENTIFIED SPEAKER: Oh.

9           UNIDENTIFIED SPEAKER: (Indiscernible).

10          UNIDENTIFIED SPEAKER: Yeah, so (indiscernible), you know,  
11 like, somebody mentioned that (indiscernible) came to look at  
12 it and was like -- he acted like it was no big deal. Like, no,  
13 that's no problem. And (indiscernible) was like, well, you  
14 know, you don't - you don't have to walk in that all day. You  
15 don't have -- I know that (indiscernible) said that. I know  
16 that he (indiscernible) any of that (indiscernible).

17          ROSSANN WILLIAMS: (Indiscernible).

18          UNIDENTIFIED SPEAKER: (Indiscernible) working there, I  
19 really like the people. Our managers are just super nice, but  
20 I work on Friday and Saturday mornings, and it's like the worst  
21 (indiscernible). (Indiscernible). It's just too overwhelming.  
22 Not enough space, and it's like, gross.

23          ROSSANN WILLIAMS: Thank you.

24          So I'm going to ask kind of a (Indiscernible) question.

25          So with all that crazy stuff going on in your store -- and I

1 haven't been to your store, and I'm sorry that it feels like  
2 that to you. It sounds like (indiscernible) something  
3 (indiscernible). I mean, I (indiscernible) specific. What  
4 makes you want to come to work at Starbucks then?

5 UNIDENTIFIED SPEAKER: Mainly, like, the people. Just  
6 because, like, I (indiscernible) people that were like so much  
7 and my manager, she's just very nice. She's very  
8 (indiscernible). And actually, I do like making drinks. I  
9 don't -- you know, that's just fun to me, so that's why I keep  
10 coming. But it just feels like it gets worse, worse, and  
11 worse.

12 UNIDENTIFIED SPEAKER: Gets worse. Yeah.

13 UNIDENTIFIED SPEAKER: Because we work for like, you know,  
14 four hours or even longer at the bar and you've not had like a  
15 second to just like even take a breath. And so as like other  
16 people are saying, there's no time to, like, try to talk to  
17 customers or even ask them how they're doing, but that's still  
18 expected of us. And then they act like they're mad at us if we  
19 don't do that, but it's like, well, then, you're mad at us if  
20 we don't put out a drink in time.

21 ROSSANN WILLIAMS: Yeah. I wasn't trying to be flippant.  
22 I am actually trying to figure out what it is that's working,  
23 so (indiscernible) supporting you in doing that.

24 UNIDENTIFIED SPEAKER: Yes.

25 ROSSANN WILLIAMS: It sounds like culture, the store.

1 (Indiscernible) store. And you (indiscernible), so keep doing  
2 those things that are helpful in stores where we're doing more  
3 volume than what we expect, what -- you know, what are the --  
4 what are the types of solutions that we use across the country  
5 because there are actually a lot of stores that were built that  
6 we expected -- you know, we built a drive-through store -- I  
7 remember when I joined 17 years ago, and I was in Texas. We  
8 started building drive-through stores, and at the time, our CEO  
9 didn't like drive-through stores, and (indiscernible) we didn't  
10 get a good experience in a drive-through store. Well, you guys  
11 have proven that our drive-through customers actually give us  
12 (indiscernible) as far as they're not happy. So you're doing  
13 something right in your drive throughs. But the stores were  
14 built for, like let's say a million dollars, and now you guys  
15 are doing 1.5 million dollars, so we know we have lots of  
16 stores that are (indiscernible) or more, and so you know,  
17 Deanna being the new regional director here, we need to work  
18 closely with your district managers across your whole area.  
19 Not just here, but every store has got the same challenges.  
20 Again, your store was built for lower volume (indiscernible) or  
21 you need more counter space or maybe we have to open up a store  
22 down the street to take some business off your store so you're  
23 not (indiscernible).

24 UNIDENTIFIED SPEAKER: (Indiscernible). They -- they all  
25 have like East Robinson which is on (indiscernible) and it



1 seems like it lasted for a second, and then it almost seemed  
2 that we got more --

3 ROSSANN WILLIAMS: More.

4 UNIDENTIFIED SPEAKER: -- business, yeah.

5 UNIDENTIFIED SPEAKER: (Indiscernible) and our sales  
6 actually went up after that store opened.

7 UNIDENTIFIED SPEAKER: Yeah.

8 ROSSANN WILLIAMS: It's different in every single market,  
9 but there are solutions that we use all over the country that  
10 we can take a look at how we bring different market  
11 (indiscernible) solutions here to this market. Like, we do  
12 that every month. Sorry. It would be something that we would  
13 have to take a look at the stores. And I'm not familiar with  
14 your stores, so I don't know. But there's certainly  
15 (indiscernible) kiosk (indiscernible) that's really, really  
16 small (indiscernible) counter. And it's really tough to do  
17 business at the volume that you're doing business right now.  
18 Okay. So what can you do? Do we move it to a regular store  
19 and give (indiscernible) part of those options that we can look  
20 at, and that's actually part of the process that we call market  
21 planning. Which is every year, we sit down --

22 Is it once a year or twice a year?

23 DEANNA PUSATIER: We do like the major one once a year,  
24 but we really talk about it four times a year, maybe more than that.  
25 But we actually talk about it even more often than that.

1           ROSSANN WILLIAMS: Yeah. We talk about every store.  
2           What's the volume? What's the condition of the store?  
3           What's -- does it need renovation or not? Do we need another  
4           store? Do we need to -- relocate it from a café to a drive  
5           through? Do we need to add a kiosk in a mall so that's part of  
6           our annual process. But I don't know -- again, I haven't seen  
7           the one for this market. I certainly haven't seen one for your  
8           store, but that's something that's part of our regular over --  
9           our regular planning process that we should (indiscernible)  
10          with that because there's a way to address that.

11          UNIDENTIFIED SPEAKER: Um-hum. And I you know there's  
12          like nothing (indiscernible) right now or maybe even ever, but  
13          like, it just feels like they always tell us, like, that  
14          they -- they will fix it. Or it's like they say that but they  
15          never actually doing anything about it. They just tell you to  
16          make you happy --

17          ROSSANN WILLIAMS: And who's they?

18          UNIDENTIFIED SPEAKER: I don't know. Like, my manager,  
19          she's like -- she'll say stuff like -- or like they want to  
20          give us, like, something. Like, we can't -- we can't work in  
21          this. Because like, I know like we always have cracked tiles,  
22          and I think somebody is suing our store (indiscernible) because  
23          they tripped over those cracked tiles. But -- but they -- she  
24          always says, like, they're supposed -- or they should get us  
25          (indiscernible).

1 ROSSANN WILLIAMS: (Indiscernible)?

2 UNIDENTIFIED SPEAKER: That --

3 ROSSANN WILLIAMS: Well, usually, "they" is me.

4 UNIDENTIFIED SPEAKER: No. No.

5 ROSSANN WILLIAMS: I know. Yeah. I don't believe --

6 UNIDENTIFIED SPEAKER: (Indiscernible).

7 ROSSANN WILLIAMS: Yeah. They is usually corporate. And  
8 when somebody says corporate, that's me. I'm a corporate  
9 person, so when you say corporate, you can just say Rossann.  
10 So I take all the corporate slashing that happens  
11 (indiscernible) customers. You look like you're from  
12 corporate. I am corporate. I didn't -- I didn't start at  
13 corporate. I actually started my career as a store manager, so  
14 I -- it was a long time ago. But I started as a store  
15 manager -- I actually started as a cashier back when we had  
16 cash registers where you would push buttons versus, you know,  
17 that's hold old I am. (Indiscernible)

18 UNIDENTIFIED SPEAKER: That was great. That was  
19 (Indiscernible).

20 (Indiscernible, simultaneous speech)

21 UNIDENTIFIED SPEAKER: And 12-year partner?

22 ROSSANN WILLIAMS: Yeah. And so I used to run a cash  
23 register when I was putting myself through college, and I  
24 remember how it felt to say "the corporate people". Well, now,  
25 a long time later, I'm a corporate person, but just because I

1 have a corporate job doesn't mean that I don't care about your  
2 experience in your store. The same thing for Deanna. The same  
3 thing for Natalie (phonetic throughout). The same thing with  
4 Emily. And that's why we're here. It sounds like there's been  
5 some things going on, and this is not unusual for ever market,  
6 but it seems like there's some facility issues in this market  
7 that haven't been addressed in the way they need to, and that's  
8 what Deanna's being held accountable for as your regional  
9 director.

10 And you guys, she's just -- she's been in Boston and  
11 that's the market she's been in for three years.

12 (Indiscernible) in Boston, find out how she is as a director.  
13 Did she follow up on her word? When she says she's going to do  
14 something, does she do something? Because I think you're going  
15 to find her to be someone that is going to be a strong advocate  
16 for your partner experience in your store. And she has been  
17 for 22 years. She started as a barista. So you know there  
18 is -- I can't make excuses for what happened. All I can do is  
19 say we're here to listen and learn. And we're here to be like  
20 a Starbucks family like we do in every market is when we have  
21 challenges, let's talk about them, and let's (indiscernible)  
22 solutions. And then, we share solutions that you guys come up  
23 with at the next market we go to, and then they'll have ideas  
24 that we can share with other markets, no matter how old you  
25 are. And --

1 (Laughing)

2 (Indiscernible, simultaneous speech)

3 UNIDENTIFIED SPEAKER: Hey, Jess?

4 ROSSANN WILLIAMS: That's okay. Someone called me Grandma  
5 Starbucks last year, and (indiscernible).

6 UNIDENTIFIED SPEAKER: That's okay.

7 ROSSANN WILLIAMS: And it was (indiscernible). We  
8 wouldn't hug, but it's like (indiscernible) grandchildren, so  
9 call me grandmother was a whole other story. She did so in an  
10 endearing way, so I appreciate that. But I mean, come on, if  
11 you work in that store and things aren't (indiscernible) that's  
12 not a store up to standard, and I don't know why it's not being  
13 addressed so we'll -- she'll find out.

14 And for any of you that work in other part of the country,  
15 there are Starbucks standards that need to be put in place.  
16 There's Starbucks standards when we have cleanliness. There's  
17 Starbucks standards when you build drinks. There's Starbucks  
18 standards in staffing. There's Starbucks standards in market  
19 resources. There's Starbucks standards when it comes to labor  
20 laws. And if we (indiscernible) standards aren't in place and  
21 there's some reason why not, we've got to figure out why not.  
22 That's how we do things around here is we talk to each other,  
23 and we come up with solutions. And we share solutions from  
24 other markets you guys might learn from. (Indiscernible). And  
25 you've got nine district managers she can pull together and do

1 nine district manager solutions.

2 But some of these issues sound -- they don't sound right  
3 to me; that's all I'm saying. And there might be a good  
4 reason. I don't know. Maybe (indiscernible) person is not a  
5 good person. I don't know. But a company we contract, they  
6 need -- they're (indiscernible). I don't know. There could be  
7 lots of reasons. But it doesn't seem -- it doesn't seem right  
8 that you're asking things to be fixed and they're not fixed.  
9 Make sense? I want to make sure that we get (indiscernible)  
10 folks and that's okay. But I just want to see if there's  
11 anything on your mind.

12 UNIDENTIFIED SPEAKER: (Indiscernible)? (Indiscernible)?

13 UNIDENTIFIED SPEAKER: Yeah.

14 ROSSANN WILLIAMS: Okay. I just want to make sure we give  
15 everybody time because last time we started running over,  
16 things started (indiscernible) and then everybody  
17 (indiscernible).  
18 (Laughing)

19 ROSSANN WILLIAMS: (Indiscernible) marker all over it, and  
20 I hadn't really addressed them. And I'm like, okay. Too much  
21 water today, so. Thirty-minutes. We want to make sure we use  
22 the best use of our time we have. So I think it was a great  
23 question. Anybody that hasn't had a chance to ask a question  
24 or comment or make a statement and would like to? Because  
25 obviously you drove to be here today with us, so thank you.

1 Whether you just sit and listen or whether you have something  
2 to add, we're grateful that you came. Okay.

3 UNIDENTIFIED SPEAKER: Or if you (indiscernible). Anybody  
4 like that? Something else?

5 UNIDENTIFIED SPEAKER: Okay. I'll say something. Okay.  
6 I don't know what to say, but I am super grateful that I have  
7 (indiscernible) company and been with the company since  
8 (indiscernible) end of January, around then. And I have made  
9 so many great friendships. And just like, I look forward to  
10 seeing some of my regulars. Like, I'm actually kind of sad  
11 about the transfer. I'm actually going to a new store to be a  
12 shift supervisor, so I'm super excited about that.

13 But this transition, like, I'm super nervous. I'm about  
14 to leave all my people. Like, my store, we've all kind of come  
15 up together. We opened the store together. I came in two  
16 weeks after, but still, we've all opened the store together.  
17 And I'm just really nervous. I'm excited. And I'm just really  
18 grateful. I know not a lot of people are going to have this  
19 experience. But I just want to share this. I couldn't ask for  
20 a better store manager at my store. She (indiscernible)  
21 support. She's always there when I need her. (Indiscernible)  
22 with Starbucks. And I'm tired of that issue, she's been right  
23 there to guide me through it. Offer me different things to  
24 navigate work. She's honestly my biggest advocate for helping  
25 me get my promotion because she just knows how much I love the

1 company and how much I love my job. So it is kind of sad to  
2 hear that like not other people have this experience, and it  
3 was kind of nice to just like hear it firsthand. Because I  
4 guess, you know, I'll just say whatever has been going on right  
5 now, it's kind of fun dividing partners. I don't know if  
6 anybody else kind of has that experience in their stores.

7 UNIDENTIFIED SPEAKER: Yes.

8 UNIDENTIFIED SPEAKER: And you kind of see the divide in  
9 the kind of push back from each other. So I guess that was  
10 kind of very educational for me to see other people's  
11 experiences. But I do want to share that other stores, we do  
12 have a good time. I swear. Our district manager always calls  
13 our store (indiscernible). We always play the best music.  
14 (Indiscernible). And I don't know. At my store, we just  
15 genuinely love each other and have a good time. And it's just  
16 been interesting this past couple of weeks to see the change,  
17 but also at the same time, (indiscernible).

18 ROSSANN WILLIAMS: Congratulations on your promotion.

19 UNIDENTIFIED SPEAKER: Thank you.

20 (Clapping)

21 ROSSANN WILLIAMS: And you will be surprised how your  
22 family will just continue to grow as you go new places.

23 UNIDENTIFIED SPEAKER: I'm excited. I think it's going to  
24 definitely be, like, a great opportunity (indiscernible)  
25 learning experience, but I'm a little nervous to leave my



1 family. They're definitely (indiscernible).

2 ROSSANN WILLIAMS: They're still going to be there.

3 That's why you're family.

4 (Indiscernible, simultaneous speech).

5 ROSSANN WILLIAMS: What store are you going to?

6 UNIDENTIFIED SPEAKER: I'm going to (indiscernible), so  
7 we'll see.

8 ROSSANN WILLIAMS: Okay. Go from there then.

9 UNIDENTIFIED SPEAKER: Thank you.

10 UNIDENTIFIED SPEAKER: I (indiscernible) and lost them.

11 UNIDENTIFIED SPEAKER: That's (indiscernible).

12 UNIDENTIFIED SPEAKER: Yeah.

13 ROSSANN WILLIAMS: (Indiscernible) so (indiscernible).

14 UNIDENTIFIED SPEAKER: There's a lot --

15 ROSSANN WILLIAMS: Sounds like --

16 UNIDENTIFIED SPEAKER: (Indiscernible).

17 (Laughing)

18 (Indiscernible, simultaneous speech).

19 UNIDENTIFIED SPEAKER: It's a brand new bar. And he's  
20 like, I can just (indiscernible). (Indiscernible) myself it's  
21 bad.

22 UNIDENTIFIED SPEAKER: (indiscernible) myself into that.

23 UNIDENTIFIED SPEAKER: When is she going to stop.

24 ROSSANN WILLIAMS: What else is on your mind?

25 UNIDENTIFIED SPEAKER: I would love to say, like, first I

1 love working at Starbucks. I love our customers. The vast  
2 majority of them are amazing, and the people at my store, like,  
3 I've made some really great friends. I do just want to say  
4 though that feeling of burnout is coming a little bit quicker  
5 than it used to, especially with the pandemic and going through  
6 like the mask mandates, and like, customers -- that was -- that  
7 was very difficult. Like, some customers wouldn't wear masks.  
8 And like, what do we do? Do we say something? And if you  
9 don't say something, you have that feeling, like, oh, are we  
10 letting down the baristas that are on the floor, because we are  
11 putting them at a health risk, like. And the customers that do  
12 get upset, while still incredibly few, I think are becoming  
13 more upset with shortages and the longer waits, and you know,  
14 I'm not necessarily looking for a solution, and like I said, I  
15 do love working for Starbucks and it's so much fun. And I do  
16 love doing it every day, but that feeling of burnout is coming  
17 a little bit more quickly and like, I'm obsessed with the  
18 Olympic Games. I love watching the Olympics, so I took a whole  
19 week off just to watch the Olympics.

20 UNIDENTIFIED SPEAKER: He did.

21 UNIDENTIFIED SPEAKER: Because I had so much  
22 (indiscernible). I'm sorry. And then, I'm literally sat home  
23 all day for like eight hours watching them, and that was in  
24 July, and already I'm like, oh, my god. I need, you know, a  
25 few days because it's been really stressful. And like -- and

1 especially, like, the shortages, too. Like, oh, I want that  
2 toffee nut so bad. What I'd -- I would love to have toffee nut  
3 in my latte again.

4 (Indiscernible, simultaneous speech).

5 UNIDENTIFIED SPEAKER: I will acknowledge this. I would  
6 rather (indiscernible).

7 UNIDENTIFIED SPEAKER: Yeah. I would.

8 UNIDENTIFIED SPEAKER: Something drastic.

9 UNIDENTIFIED SPEAKER: (Indiscernible)

10 UNIDENTIFIED SPEAKER: Something -- something drastic.

11 UNIDENTIFIED SPEAKER: (Indiscernible).

12 UNIDENTIFIED SPEAKER: (Indiscernible) even know whether  
13 we're going to get stuff back. Like, honestly, yeah. I was  
14 going to ask that. We are going (indiscernible).

15 UNIDENTIFIED SPEAKER: Toffee nut.

16 UNIDENTIFIED SPEAKER: (Indiscernible).

17 (Indiscernible, simultaneous speech).

18 UNIDENTIFIED SPEAKER: (Indiscernible).

19 UNIDENTIFIED SPEAKER: Yeah.

20 UNIDENTIFIED SPEAKER: I mean, that like (indiscernible).

21 ROSSANN WILLIAMS: I want -- sorry. I (indiscernible)  
22 your question. I'm sorry. I didn't hear you.

23 UNIDENTIFIED SPEAKER: I said the communication that I  
24 have seen, at least, doesn't (indiscernible). (Indiscernible)  
25 end of summer and just (indiscernible).

1 UNIDENTIFIED SPEAKER: Yeah.

2 UNIDENTIFIED SPEAKER: And now --

3 UNIDENTIFIED SPEAKER: Right.

4 (Indiscernible, simultaneous speech).

5 UNIDENTIFIED SPEAKER: That could be the beginning of next  
6 summer.

7 ROSSANN WILLIAMS: So in terms of like, product, we'll  
8 come back. So here's some other things you haven't seen us do  
9 is we narrow down the (indiscernible) that we have in stores.  
10 And so there's lots of meetings and there's lots of connection  
11 about that. There's a high level of awareness. She made me  
12 the chairman of the last group. She says every single day  
13 that, you know, in a meeting were we really get into how much  
14 we have (indiscernible) and all of that. You already know that  
15 some people are working very hard in solving this issue for  
16 you, and we also know that this is an industry-wide issue that  
17 is really affecting every single person. The first time I  
18 asked for (indiscernible) you know after I went. I was so  
19 excited. It was my first time in a year and a half. And it  
20 was like, they were out of ketchup and (indiscernible).

21 Yeah. And so we know what that feels like when we lose a  
22 customer as well as a partner. And so I don't have all the  
23 answers in terms of when we're going to get everything back in  
24 stock, but we're looking at making sure that we're as slim as  
25 possible with what we offer, so that we can at least not run

1 out of certain key items. And we know that there's still  
2 challenges that you're facing with that. So I appreciate your  
3 patience. But the thing that we shared at the last group that  
4 we also want to share with you is that you know, please, you're  
5 empowered to make sure that if have a customer who's having a  
6 tough day and their favorite thing's not in, and you know, we  
7 all know what that feels like. We've been in a situation,  
8 whether it's Starbucks or somewhere else, where you just really  
9 wanted that whatever, and it bums you out that you don't have  
10 it. So just know that, your drink's on us today, right? Your  
11 drink's on us today. And make that customer's day. And you  
12 know, it's happening a lot, but I want you to know that you are  
13 empowered to make that decision to make the customer's day.  
14 That's going to giving you any time lines. I will tell you, I  
15 had a moment, personally. So I drink iced green tea every  
16 single day to the point where all my partners knew and they  
17 were like text -- partners were like texting like just so you  
18 know (indiscernible).

19 UNIDENTIFIED SPEAKER: I did.

20 UNIDENTIFIED SPEAKER 2: And then, I had partners  
21 (indiscernible) today. I didn't -- they didn't have it at  
22 first because I was nervous. I didn't want to take it from  
23 customers. So we all know. We have that feeling. We're  
24 working hard on it though. And this is a private customer  
25 (indiscernible).

1 UNIDENTIFIED SPEAKER: (Indiscernible) drive up there.

2 UNIDENTIFIED SPEAKER: (Indiscernible)?

3 UNIDENTIFIED SPEAKER: (Indiscernible).

4 UNIDENTIFIED SPEAKER: Oh.

5 UNIDENTIFIED SPEAKER: (Indiscernible) like, and all the  
6 stores don't have (indiscernible) except like maybe  
7 (indiscernible).

8 UNIDENTIFIED SPEAKER: Who wants that?

9 (Indiscernible, simultaneous speech)

10 UNIDENTIFIED SPEAKER: They had lavender at one point.

11 UNIDENTIFIED SPEAKER: Did they?

12 UNIDENTIFIED SPEAKER: Yeah.

13 UNIDENTIFIED SPEAKER: In Canada?

14 UNIDENTIFIED SPEAKER: Um-hum.

15 UNIDENTIFIED SPEAKER: And they were like (indiscernible)  
16 shortages are so bad? And they're like (indiscernible).  
17 (Laughing)

18 UNIDENTIFIED SPEAKER: Okay.

19 UNIDENTIFIED SPEAKER: Well --

20 UNIDENTIFIED SPEAKER: But that used to work in Canada?

21 UNIDENTIFIED SPEAKER: Yeah. So I would guess --

22 UNIDENTIFIED SPEAKER: Did he move here?

23 ROSSANN WILLIAMS: I don't -- I actually still support  
24 Canada. They're having exactly the same issues. That one  
25 store may not, but they're having the same outages because they

1 use the same supplier, so let me just give a little bit more  
2 detail.

3 UNIDENTIFIED SPEAKER: Yeah.

4 ROSSANN WILLIAMS: The reason we aren't giving you a date  
5 is because we don't know. So what I can say is for what you  
6 guys experienced, remember how March was kind of sleepy and  
7 then April, May, June went like this, and then July and August  
8 kind of went down. Well, all of our suppliers, whether they  
9 supply food or people (indiscernible) or pork or the people  
10 that make bread or the people that make (indiscernible) they  
11 all went through the same COVID crisis we did, and they all  
12 shut their factories. They shut all their manufacturing plants.  
13 They laid all their people off. And when they reopened, nobody  
14 expected business to open as fast as they did, because nobody  
15 thought we'd get the vaccinations as quickly as we did, right?  
16 I mean, there was like unheard of that we can get it this  
17 quickly. So what we're experiencing in our stores is really  
18 large part to do with that our suppliers cannot get opened up  
19 fast enough and hire enough people to produce the amount of  
20 products that we're buying. That's why we're out of so many  
21 things because our suppliers can't make it. And some of it was  
22 we only had one supplier for caramel. I don't know why we  
23 would ever do that. They gave us a good price. They're a good  
24 company. We've been working with them for a long time. But  
25 when they couldn't open up their plants and make caramel sauce,

1 we didn't have anybody to buy caramel sauce from. So we've  
2 learned a lot. There are lots of mistakes that we made that  
3 we're learning from, so we're never going to have one person  
4 doing caramel sauce ever again. We're going to have two or  
5 three or four suppliers. But it is, in fact, true, the reason  
6 we don't know is because for some of these suppliers,  
7 especially with cake pops. They only built two lines, and they  
8 can only do so many cake pops a day. And when we said we need  
9 double the cake pops, their two lines couldn't make more than  
10 they're already making. So now, they're having to build a new  
11 plant to build new lines for more cake pops. So it caught them  
12 as off guard as it caught us, and they're trying to hire  
13 people. They're trying to train people. They're trying to  
14 increase the production of their plants. We just had no idea  
15 it was going to go up that fast. So that's why we don't  
16 know -- we don't have an answer because a lot of the decisions  
17 are based on how fast our suppliers can get up to speed.

18 Now, we do -- as Deanna said, we do meet on a daily basis  
19 with our supply chain people, and we go -- there's 450 SKUs  
20 that we go over and it's a -- there's a chart that says this is  
21 red. It means it's going to be in stock (indiscernible) for 30  
22 days. Yellow is withing two weeks, and green means we're in  
23 stock. And we go through the 450 top SKUs every single days,  
24 and we see what changes on the spreadsheet, so we know what we  
25 can do to take things off the menu, to not advertise things on



1 (indiscernible), not to do a double star day on something that  
2 we're not going to have. So we are doing all that. I wish we  
3 didn't have to do that. But the fact is we can't  
4 (indiscernible) the suppliers enough to say you guys have to  
5 (indiscernible). So as soon as they can get up to speed, we  
6 will be back in stock for more things.

7 We have -- now, you guys, we have three different oat milk  
8 vendors versus just the one, so we went out and we had to  
9 qualify. We have to go to the production site. We have to  
10 make sure they're clean. We do a whole audit on do they hire  
11 enough women? Do they hire enough minorities? You know, it's  
12 a very, very long involved process to be a supplier of  
13 Starbucks. It's very, very hard to become a supplier of  
14 Starbucks because we have such high standards. So then, if we  
15 go out and get another supplier, then that takes us more time.

16 So I know that's more detailed than what you needed, but  
17 when you say when (indiscernible) back in stock, it's really a  
18 little complicated, but know there's a lot of really passionate  
19 people that know that everyday in the store that you have to  
20 say no I'm sorry. I don't have that. No. I'm sorry. I don't  
21 have that either. No. I don't -- sorry. I don't know when  
22 we're going to get lemonade. That those people are primarily  
23 store partners that work as LSRs, and they understand probably  
24 sometimes in too much of a personal way what you guys are going  
25 through. Many times on the phone, they start crying when I

1 talk to them. I'm like, I don't need you to cry. You know  
2 what I mean? Nobody's blaming you, right? But they get the  
3 calls, and they hear the stress from the store managers. And  
4 they feel very responsible for not being able to fix it, but  
5 know you've got a mighty force of partners back in Seattle  
6 where they're working 24 hours a day, really, 24 hours a day  
7 with our suppliers to make sure (indiscernible) that they're  
8 back in stock as quickly as possible. Don't think that  
9 they're -- they know the pressure that we're putting on you,  
10 and I love the way you answered the question. Just make  
11 somebody's day, or I'll buy it for them? Say, would you like a  
12 cake pop with it? Give them whatever it might be, you guys  
13 have full authority to do what you need to do to be able to  
14 make somebody's day. But it's a very, very complicated  
15 situation, and it's everywhere.

16 UNIDENTIFIED SPEAKER: Yes.

17 ROSSANN WILLIAMS: As I was saying to the first group, I  
18 just went to the grocery store last week. I was completely  
19 surprised that the store I go to all the time was almost out of  
20 stock of things. And I'm like, how can these grocery shelves  
21 used to be full. Now, you guys see it. You're out. So it's  
22 not just us, but we're working our butts off to make sure that  
23 we're doing everything to stop advertising, to stop producing  
24 new drinks, to stop anymore cold brew beverages until we can  
25 get cold-brew brewers into your stores so you can brew more

1 cold brew without all these (indiscernible), so we are working  
2 on all that stuff. It just -- it's a big (indiscernible). I'm  
3 sorry. I wish -- there's none of us -- none of us that wish to  
4 be in this situation (indiscernible) syrup. I mean, I just  
5 can't believe it but so thank you for what you're doing. I  
6 know you guys are going through a lot. I can see that. And we  
7 are working out butts off to make sure we get stock as quickly  
8 as possible including for holiday, we've already deleted all  
9 the items that we think that our suppliers aren't going to be  
10 able to produce for us because (indiscernible) don't make them.  
11 We want to be back to where we were with the sandwiches  
12 (indiscernible), so. We've already started deleting some  
13 future new items so that we can go back to making items that we  
14 used to do, so lots of work going on behind the scenes. So  
15 that's why we don't have an answer on a date. Does that make  
16 sense?

17 UNIDENTIFIED SPEAKER: Yeah. I just asked if  
18 (indiscernible) right now if what you're saying is  
19 (indiscernible) Starbucks because in just a school day, we'll  
20 get Starbucks (indiscernible) strongest supply chains, so  
21 that's why (indiscernible) how.

22 UNIDENTIFIED SPEAKER: How.

23 UNIDENTIFIED SPEAKER: (Indiscernible) about Starbucks at  
24 school and how they're -- they have such a strong supply chain  
25 and everything, so.

1 ROSSANN WILLIAMS: It's called global pandemic.

2 (Laughing)

3 ROSSANN WILLIAMS: That's one little small thing that  
4 happened to all us.

5 UNIDENTIFIED SPEAKER: And these customers, I'm like  
6 nobody was working. I'm like nobody was working. And like,  
7 how are you on sugar? Well, I'm like, nobody was working, and  
8 now everybody's just going back to work, so now I'm going to  
9 catch up. So (indiscernible).

10 UNIDENTIFIED SPEAKER: So if you guys are interested, I  
11 have a weird fact about that. (Indiscernible) kind of thing.  
12 But there's other reasons more than just that that lead to the  
13 fact that there's massive shortage all across the country.  
14 (Indiscernible).

15 ROSSANN WILLIAMS: Massive shortages of what?

16 UNIDENTIFIED SPEAKER: Everything.

17 ROSSANN WILLIAMS: Oh, everything.

18 UNIDENTIFIED SPEAKER: Like, grocery stores, us,  
19 everywhere in the world, too. It's actually not  
20 (indiscernible).

21 ROSSANN WILLIAMS: It's a globe -- yeah. You're right.

22 UNIDENTIFIED SPEAKER: So I think (indiscernible).

23 UNIDENTIFIED SPEAKER: Hello, me again.

24 (Laughing)

25 UNIDENTIFIED SPEAKER: So obviously, this whole

1 conversation came from our friend here who was kind of speaking  
2 about something (indiscernible). And we all got distracted  
3 because we like talking about (indiscernible). But for now,  
4 it's obviously (indiscernible). I know that you guys are doing  
5 all you can. And obviously, there are all kinds of different  
6 (indiscernible). But for now, it's (indiscernible) a real thing  
7 that's happening. And I think that I don't necessarily know if  
8 it's (indiscernible), but because we are still wearing  
9 (indiscernible) given the circumstances and everything, I think  
10 we need -- I just would like our experience to be maybe  
11 prioritized a little more than those numbers that everyone's  
12 kind of pushing at us. Like, what numbers we need to, like,  
13 meet and stuff, because we are -- that is being thrown at us  
14 constantly everyday, and like, we need to work drive-thru times  
15 like this and move on.

16 And I'm like, oh, just work through all the rush and all  
17 (indiscernible). Yeah. (Indiscernible). And it's like,  
18 (indiscernible) that you guys care, but I think it's -- we are  
19 just kind of waiting to see that reflected in the standards  
20 that we're supposed to be keeping. So it's not (indiscernible)  
21 at that point.

22 UNIDENTIFIED SPEAKER: All right.

23 UNIDENTIFIED SPEAKER 2: (Indiscernible).

24 UNIDENTIFIED SPEAKER: (Indiscernible).

25 UNIDENTIFIED SPEAKER 2: You are a (indiscernible)?

1 UNIDENTIFIED SPEAKER: Yeah. (Indiscernible).

2 UNIDENTIFIED SPEAKER: So (indiscernible).

3 (Laughing)

4 UNIDENTIFIED SPEAKER: I do -- I often do (indiscernible)  
5 which (indiscernible) very much did, but I love the experience  
6 of meeting all these people. And I do feel like I have a  
7 family in both stores I work at. I worked in Washington State  
8 for two years.

9 UNIDENTIFIED SPEAKER 2: Where at?

10 UNIDENTIFIED SPEAKER: And I moved here. And I was scared  
11 also of leaving my family, but I truly will make a new family.

12 UNIDENTIFIED SPEAKER: Thank you.

13 ROSSANN WILLIAMS: Yes. I guess I'm not attached to this  
14 new family I have as I was back then. But lately, there's  
15 things that feels like there has been a culture (indiscernible)  
16 which might be due to COVID or some other just kind of other  
17 values that got lost in translation (indiscernible), so I just  
18 want you to know we're all obviously here to improve this,  
19 again, so that we can all go back to loving it as much as we  
20 did. End scene.

21 I know there are few more (indiscernible). This is like  
22 my (indiscernible).

23 (Laughing)

24 ROSSANN WILLIAMS: And she's part of my family too, hi.

25 UNIDENTIFIED SPEAKER: Hello.



1 ROSSANN WILLIAMS: Hi. And yep. That's all.

2 UNIDENTIFIED SPEAKER 2: Thank you.

3 UNIDENTIFIED SPEAKER: You know, Rossann mentioned  
4 (indiscernible), and I'm just curious why you brought those  
5 back?

6 UNIDENTIFIED SPEAKER: Yeah.

7 ROSSANN WILLIAMS: I know from a business standpoint it's  
8 a good idea because those generate a (Indiscernible) business,  
9 but with the labor hours the way they are, the non-partners  
10 each in each store not (indiscernible) shift, it's insane for  
11 us to (indiscernible). I know the week of the pandemic, there  
12 were no frappe hours. There were no double-star days. There  
13 was none of that. It was so great because it was one less  
14 thing we had to worry about. It was one less thing we had to  
15 like (indiscernible). Somebody's going to call out because  
16 it's double-star day and nobody wants to deal with that. But  
17 now it's coming back and we're running into that again, and I'm  
18 just curious why -- like, well -- (indiscernible) it was like  
19 overnight. It was like, hey, so this week we're not doing what  
20 we're doing next week because we've got to get back to normal,  
21 I guess. (Indiscernible), and I'm just wondering why  
22 partners -- it seems like labor was not taken into account when  
23 you decided, hey, we're (indiscernible) voicing my opinion that  
24 maybe we should not do it anymore because it is crazy from it.  
25 Like, (indiscernible) store (indiscernible) store

1 (indiscernible). These people are relying on their money too,  
2 and it's just crazy on all of us. And you mentioned it --

3 ROSSANN WILLIAMS: Folks, I'm triggered, so I'm  
4 (indiscernible). All right. Thank you for feedback, and we  
5 need -- you know, I want to also make sure that the experience  
6 that you guys are having in your store in this market may not  
7 be the same experience as every store in every market, right?

8 UNIDENTIFIED SPEAKER: (Indiscernible).

9 ROSSANN WILLIAMS: And so the markets like this market who  
10 are experiencing higher rates of staffing challenges and  
11 callouts and scheduling issues probably are feeling very  
12 similar to what you guys are. And it's very -- not very fair.  
13 So there's some areas that say, love double-star days and want  
14 you to bring back happy hour, okay. So I just want to the big  
15 landscape of 9,000 stores and different markets mean different  
16 things, so I want to register that.

17 The other thing I would say is that we are trying to as  
18 carefully as we can, and as I said earlier, we're all just  
19 human, and we're going to make the best decisions we have from  
20 what we know. We have a very, very, very large percentage of a  
21 very loyal customers (indiscernible) called Starbucks Rewards  
22 Customers that are most loyal customers, and they love double-  
23 star days. And we haven't done them for a year and a half,  
24 right? And so we're trying to find a balance between how do we  
25 tell our most loyal customers how much we love them, and we're



1 going to introduce things that don't push customers into a two-  
2 hour window happy hour. We're not doing that.

3 UNIDENTIFIED SPEAKER: Thank you.

4 ROSSANN WILLIAMS: What are other things we can come up  
5 with that reward our loyal customers, because they deserve to  
6 be loyal customers and they deserve to have discounts, so we're  
7 trying to figure out the right way.

8 And we're trying to figure out how do we responsibly help  
9 drive business into our stores so we can have more labor hours  
10 and create more jobs and then build more stores versus how do  
11 we take our foot off the gas pedal and not push things. When  
12 we did the Delta variant. The Delta variant was coming because  
13 nobody knew Delta variant was coming when we planned these  
14 things. So I'm trying to explain to you. It's an art and  
15 science. There's not like one decision that says, oh, my god.  
16 We've got to drive business, and we're behind in the plan, and  
17 we've got to put (indiscernible) back in.

18 We planned those out, whether you hear about it or not,  
19 six months in advance because it takes all the technology to  
20 turn on. And I don't understand all the stuff behind the  
21 scenes because I'm just -- I just work with stores. I don't  
22 understand all the technology stuff. So those decisions are  
23 made quite a long time ago.

24 Right. If what you're saying, in this market are those  
25 are really hard on markets that are already having staffing

1 challenges, I am happy to take that back to say, let's take a  
2 look across the country. Let's take a look at how many markets  
3 are having similar challenges as this market, and maybe here is  
4 another pause or we change it into something else. So there is  
5 not a reason that we decided to turn it off or turn it on.  
6 It -- it's all kind of a balance of how much -- how much you  
7 would want to reward our Starbucks loyal customers, and how do  
8 we do that and when do we do it and still make it the best  
9 experience for you and the store, so again, it's an art and  
10 science. It's not like we have to do it this day, or we don't  
11 have to do it that day, because the option of just giving them  
12 more stars to begin with then (indiscernible).

13 UNIDENTIFIED SPEAKER: Because I actually get -- I  
14 actually get three stars for every dollar I spend on my card.  
15 (Indiscernible) is really stressed out and strained, right?  
16 That's got to be a glitch or something.

17 UNIDENTIFIED SPEAKER: No. That's (indiscernible).

18 ROSSANN WILLIAMS: Oh. (Indiscernible).

19 UNIDENTIFIED SPEAKER: (Indiscernible).

20 ROSSANN WILLIAMS: But I'm wondering if like it happens if  
21 (indiscernible) rewards members so that way it'll be a little  
22 less.

23 UNIDENTIFIED SPEAKER: I would just say -- we've got, like  
24 I said, the marketing team, they've got (indiscernible).

25 UNIDENTIFIED SPEAKER: Yeah.

1           ROSSANN WILLIAMS: I'm like, okay. That's enough. I  
2           don't need anymore. They've got lots of great ideas. And I  
3           want to make sure I take this back, and if it's a conversation  
4           we need to have is in those markets that were really -- we have  
5           more challenges with staffing right now. And again,  
6           (indiscernible) country's in the same situation. How do we  
7           make it fair and I'm happy to take that back with us, so thank  
8           you for sharing that.

9           UNIDENTIFIED SPEAKER: Well, thank you for listening.

10          UNIDENTIFIED SPEAKER 2: (Indiscernible)

11          UNIDENTIFIED SPEAKER: Yes. I -- just to get back on the  
12          burnout thing. I just -- I think it's one of the biggest  
13          pieces in this like wheel of why I think we're all so burned  
14          out. And it might -- and I've talked to other shifts about  
15          this. And I don't know if you guys would agree with me, but  
16          training green beans went from six to eight weeks to two weeks  
17          with ten times more things. So when I was trained ten years  
18          ago, I was drive thru and cafe. And I had six (indiscernible)  
19          that dice game. Remember that game that you roll the dice out  
20          and be like a (Indiscernible).  
21          (Indiscernible, simultaneous speech).

22          UNIDENTIFIED SPEAKER: And we had the coffee tastings and  
23          oh, it was just so great. And like, I remember sitting outside  
24          with a refresher shirt on, and like, just, you know, all this  
25          timing and then, as like time went on, it's like the workload

1 got heavier, and our -- the way, like the business we sought  
2 out with Uber Eats and mobile orders and all of this and like  
3 crib side are like, picking up, like, the training is like, a  
4 week less, or a week less. And I think that a big reason that  
5 we probably feel so burned out is because we're wearing out our  
6 senior partners because our green beans are two weeks in, but  
7 they're still considered on-the-floor coverage, so you're  
8 watching them. You've got no time to give them bar time  
9 because every minute is busy. So it's like, I think if we  
10 could like restructure that training so that they -- I would  
11 rather, like, take the (indiscernible) with the six weeks of  
12 them training then two weeks and then have six weeks of them on  
13 the floor as coverage. And look, I love green beans. I was a  
14 green bean. I was a barista trainer, so I'm not trying to make  
15 it sound like that but sometimes we babysit.

16 UNIDENTIFIED SPEAKER: (Indiscernible).

17 UNIDENTIFIED SPEAKER: You do. And then, you know, they  
18 get upset because you stick them in one position the whole  
19 time, and they're -- then, they're like, the drive-thru king.  
20 No. We want an all-around king. You know what I mean? So  
21 it's like --

22 UNIDENTIFIED SPEAKER: Yeah.

23 UNIDENTIFIED SPEAKER: -- when -- so then, all the call  
24 offs for Sam -- see I usually hand my shift off to Sam. So I'm  
25 like hey, Sam. I'm so sorry that I had your best baristas on

1 bar all day. They're worn out. You've got to move them. And  
2 oh, you also have three new people. Good luck. You know what  
3 I mean? So it's like by the time he gets there at 4:00, the  
4 old baristas are like, please let me clean up after them. And  
5 he's like, I have three call offs and three new people.  
6 There's no bathroom cleaning tonight. So I think like give --  
7 like, I think we really need to invest that time into the new  
8 green beans because they -- there's a reason, I think, that  
9 there's such a high turnover at least in this district. I  
10 can't speak for other districts. But, my fiancé works at NFB.  
11 He's a year in, and I literally made him a white board jeopardy  
12 game at home to train him. Because his training was just -- he  
13 just -- they just didn't have the time. So I think training is  
14 definitely a big part of something that we can help.

15 UNIDENTIFIED SPEAKER: I always said that we're all lucky  
16 that (Indiscernible). And also lucky that I just caught on  
17 fast. I came from a fast-paced environment --

18 ROSSANN WILLIAMS: Yeah.

19 UNIDENTIFIED SPEAKER: -- so (indiscernible) like I was  
20 just so blessed that I was able to be the kind of person that  
21 kind of watched and just kind of be able to jump in --

22 UNIDENTIFIED SPEAKER: Right.

23 UNIDENTIFIED SPEAKER: -- and start figuring out. But not  
24 everybody's like that.

25 UNIDENTIFIED SPEAKER: Yeah.



1           ROSSANN WILLIAMS: Somebody brought that up last meeting  
2   too, that some people take longer newbie green beans.

3           UNIDENTIFIED SPEAKER: Oh, yeah.

4           ROSSANN WILLIAMS: Some people pick up really quick, and  
5   some people take a long time.

6           UNIDENTIFIED SPEAKER: Well, and sometimes,  
7   (indiscernible) just wondering when it'll click. Because  
8   I'm --

9           UNIDENTIFIED SPEAKER: Yeah.

10          UNIDENTIFIED SPEAKER: Yeah.

11          UNIDENTIFIED SPEAKER: -- (indiscernible) just hoping.

12          UNIDENTIFIED SPEAKER: Okay.

13          UNIDENTIFIED SPEAKER: I think that, yeah, (indiscernible)  
14   training kind of sort of like (indiscernible) any of that. But  
15   I think it can be kind of -- it also just very intimidating,  
16   and so I don't know if like (indiscernible) that like the first  
17   impression, but like I know (indiscernible).

18          UNIDENTIFIED SPEAKER: Um-hum.

19          UNIDENTIFIED SPEAKER: (Indiscernible) so that like  
20   (indiscernible) like oh, yeah, this job rules.  
21   (Indiscernible). And they're like, I don't know what I'm  
22   doing. And it's hectic, and I'm on bar, and I've only been  
23   here like a week and it's so crazy, and so I think that, yeah.  
24   There needs to be (indiscernible).

25          UNIDENTIFIED SPEAKER 2: (Indiscernible).

1 UNIDENTIFIED SPEAKER: (Indiscernible).

2 UNIDENTIFIED SPEAKER: Drink.

3 UNIDENTIFIED SPEAKER: Or is that blond?

4 UNIDENTIFIED SPEAKER: No. It was a ring, sorry.

5 ROSSANN WILLIAMS: All right.

6 UNIDENTIFIED SPEAKER: It was my phone.

7 UNIDENTIFIED SPEAKER: But yeah. It's just like I think  
8 it needs to be like they need to be given (indiscernible).  
9 (Indiscernible) just out more opportunity to like feel like you  
10 can like spend extra time doing that because (indiscernible)  
11 little points and stuff and that's training period.

12 UNIDENTIFIED SPEAKER: Can I ask a clarifying question  
13 because I see you're talking about training.

14 UNIDENTIFIED SPEAKER: Um-hum.

15 UNIDENTIFIED SPEAKER 2: It's -- so is it that we don't  
16 have enough training time, or are we training partners  
17 (indiscernible) training them with (indiscernible) trainer?  
18 It's like, is it that we're not training them well to what the  
19 standard is, or is it not enough time, or both?

20 UNIDENTIFIED SPEAKER: (Indiscernible).

21 (Indiscernible, simultaneous speech).

22 (Laughing)

23 UNIDENTIFIED SPEAKER: I'll (indiscernible) really quick  
24 (indiscernible). But I just want to say, I watched one of my  
25 coworkers trained three people at once.

1 UNIDENTIFIED SPEAKER: Yeah.

2 UNIDENTIFIED SPEAKER: Yeah.

3 UNIDENTIFIED SPEAKER: You can't do that.

4 UNIDENTIFIED SPEAKER: I mean --

5 UNIDENTIFIED SPEAKER: There's not -- you can't answer  
6 their questions.

7 UNIDENTIFIED SPEAKER: (Indiscernible).

8 UNIDENTIFIED SPEAKER: I mean, yeah.

9 UNIDENTIFIED SPEAKER: I also (indiscernible). So I went  
10 (indiscernible) said trainer (indiscernible) supervisor train  
11 my people (indiscernible). And I think the (indiscernible)  
12 number one, did not learn (indiscernible) so it takes a good  
13 amount of time, but that is not enough time to do it especially  
14 when they have to work on the floor that's already busy. So  
15 they don't get a lot of the time to (indiscernible) run a slow  
16 bar. I'm going to relax and enjoy this. They're always shut  
17 into (indiscernible). They jump in and foster the passion  
18 (indiscernible) that we used to get to about coffee, about  
19 making beverages, connecting with customers. And I was like,  
20 okay. You have one hour to learn drive thru. It's incredibly  
21 busy. We're going to pack it all into here, and hopefully  
22 you'll get it, and maybe you won't. You'll be on this for the  
23 next two weeks, so you'll finally get it. They have -- we are  
24 (indiscernible). We had all those (indiscernible). They were  
25 all because of our short-staffing issues. They were all caught



1 on the same shift to learn with each other. No one of them  
2 knew what was going on because (indiscernible) hours. So  
3 again, the burnout, all those senior baristas were having to  
4 (indiscernible) consistently. And then, they were asked a  
5 question (indiscernible) and none of them knew what was going  
6 on. But because they only had two weeks to learn. There  
7 wasn't enough time. I have a barista trainer who's done  
8 training her first barista next week. She's never trained  
9 anyone, and I was going over the training thing with her, and  
10 she was like, is this going to be on (indiscernible).  
11 (Indiscernible). I was like, you're going to have to allow  
12 time where you think it's most important based on the person  
13 because (indiscernible). I'm not saying you had the time to  
14 learn those things. I mean, when I trained her, she loved  
15 making beverages. It was so fun for her. She caught onto it  
16 like this. I had another person who I trained, like, right  
17 after her, took a minute. I was answering questions for her  
18 because she didn't have the time where she could get  
19 comfortable with a position before she was for coverage. So it  
20 takes more time, but I think we are allotting for training  
21 hours.

22 UNIDENTIFIED SPEAKER 2: So just to be sure I'm factoring  
23 what you're -- it's a little bit of the training is fast, a lot  
24 of information, different learning styles. You maybe don't  
25 follow the training plan where (indiscernible). So it's a

1 little bit of all those things.

2 UNIDENTIFIED SPEAKER: And maybe like a busy store like  
3 ours just needs a different kind of support. Like, I know some  
4 baristas train intentionally at other stores before coming to  
5 ours.

6 UNIDENTIFIED SPEAKER: Um-hum.

7 UNIDENTIFIED SPEAKER: It just sometimes seems like it's a  
8 little bit impossible. I mean, I trained at a -- I learned at  
9 a (Indiscernible) store. And then, I came in, and I had my  
10 little two weeks. But now, it seems like brand new partners  
11 aren't getting the same amount of time, and it just doesn't  
12 make sense. And it feels like -- I don't really -- there isn't  
13 necessarily moments (indiscernible) where they could come in  
14 and have time to be on bar, for example.

15 ROSSANN WILLIAMS: (Indiscernible). All right. I know  
16 we're at time right now, so I just want to make it  
17 (indiscernible).

18 UNIDENTIFIED SPEAKER: I have one last comment.

19 UNIDENTIFIED SPEAKER 2: Yeah. Go ahead.

20 UNIDENTIFIED SPEAKER: Okay. Can I just make it?

21 UNIDENTIFIED SPEAKER 2: Yes.

22 ROSSANN WILLIAMS: I hate to be rude, but I have a call, a  
23 personal call I have at 6:00 because I live in Seattle, and  
24 it's -- and I promised I would be there, and I'm trying to  
25 promise my family when I say promise that I'll actually be

1       there. So I just stepped out for about 15 minutes. I'm sorry.  
2       I thought we ended at 5:30, so I thought I had a half hour, but  
3       I screwed up, which is typical for me and (indiscernible). So  
4       I had to step out to take a call, but if anybody wants to hang  
5       out afterwards as soon as I'm done with my call, I can come  
6       back in or I can talk to whoever else wants to. But I didn't  
7       want you to think I was leaving and not being grateful and  
8       thankful that you all spent time here with us today. Nice  
9       meeting you guys, and I'll be coming back. I just didn't want  
10      to step out and be rude. Make sense?

11           UNIDENTIFIED SPEAKER: Yeah.

12      (Indiscernible, simultaneous speech)

13           ROSSANN WILLIAMS: I really appreciate it because I'm one  
14      of those people that when I tell my family I promise them, and  
15      I don't, the guilt trip is so heavy.

16      (Laughing)

17           ROSSANN WILLIAMS: I just can't -- I can't sleep because I  
18      work a lot because I love my job and I'm grateful everyday, but  
19      when I tell my family I'm going to do something and I say I  
20      promise, it means I'm actually going to do it. So thank you  
21      for -- thank you for allowing me to do that. My family thanks  
22      you too. They'll never know, but I'll tell them.

23      (Laughing)

24           ROSSANN WILLIAMS: That's why I have to step out,  
25      otherwise I wouldn't. But I will be out in the lobby. I'll be

1 around as soon as I'm all done. Thanks.

2 UNIDENTIFIED SPEAKER: (Indiscernible).

3 ROSSANN WILLIAMS: All right. I didn't want to step out  
4 (indiscernible).

5 UNIDENTIFIED SPEAKER 2: Go ahead.

6 UNIDENTIFIED SPEAKER: So my last quick question is  
7 obviously I (indiscernible) myself. My question is about why  
8 the company -- I guess that would be her, but (indiscernible)  
9 both agree that (Indiscernible) customers (indiscernible) not  
10 interfering (indiscernible) other things out there like this  
11 (indiscernible) company had a thing. (Indiscernible) company  
12 won't agree to giving us (indiscernible) also talk about our  
13 (indiscernible) and why we feel like. Unionizing would help us  
14 and also allow our voices to be heard more.

15 UNIDENTIFIED SPEAKER 2: Thank you for the question. I  
16 can't answer that just transparently, and so as I said at the  
17 beginning, there are certain things we won't be able to answer,  
18 and so now's not the time for that, but I do appreciate you  
19 asking the question, and I appreciate all the feedback that was  
20 here today, so.

21 UNIDENTIFIED SPEAKER: And I think since we're bringing up  
22 the union, we have (indiscernible). We want to affirm to all  
23 the other partners in here, like, teachers don't form a union  
24 because they hate schools. Like, we're -- we are Starbucks,  
25 and we obviously all share and love this company and

1 (indiscernible). And we are going to continue to ask that  
2 (Indiscernible) opportunity (indiscernible) be signed. I just  
3 think it would be in the interest of fairness to our partners  
4 that they would get to hear another side of this and just that  
5 these meetings would actually be considered something aren't  
6 offensive. Like, (indiscernible). (Indiscernible). Yeah. I  
7 just wanted to talk about that is all.

8 UNIDENTIFIED SPEAKER 2: I appreciate your perspective.  
9 So I also just want to thank everyone in here for your feedback  
10 today. This is what Starbucks is all about, right? Sitting  
11 down and having a real conversation, talking about real issues.  
12 You gave us a lot today. A lot of really, really, really  
13 important feedback that is more valuable than we could ever  
14 articulate, so I just want to thank you for that. And I can't  
15 wait to continue working with you all. We're going to see each  
16 other lots, so. Anything before I (indiscernible)?

17 UNIDENTIFIED SPEAKER: Thank you so much for coming, and I  
18 look forward to seeing you all in the market.

19 UNIDENTIFIED SPEAKER: Same here. I mean, we've been --

20 UNIDENTIFIED SPEAKER: (Indiscernible) same here, so  
21 (indiscernible).

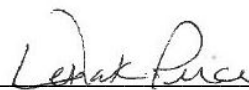
22 UNIDENTIFIED SPEAKER 2: All right. Thanks, everybody.

23 UNIDENTIFIED SPEAKER: Thank you.

24 **(Whereupon, the hearing in the above-entitled matter was**  
25 **closed.)**

C E R T I F I C A T I O N

This is to certify that the attached meeting before the National Labor Relations Board (NLRB), Region 3, Case Number 03-CA-285671, in the matter of Starbucks Corporation that this is the original, complete, true and accurate transcript that has been compared to the recording provided by the Region.



Debra Price  
Transcriber

OFFICIAL REPORT OF PROCEEDINGS  
BEFORE THE  
NATIONAL LABOR RELATIONS BOARD  
REGION 3

In the Matter of:

Starbucks Corporation

03-CA-285671

Employer.

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Date: September 3, 2021

OFFICIAL REPORTERS  
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**Exhibit 8**



UNITED STATES OF AMERICA  
BEFORE THE NATIONAL LABOR RELATIONS BOARD

In the Matter of:

STARBUCKS CORPORATION

Employer.

Case No. 03-CA-285671

LISTENING SESSION

The above-entitled matter was transcribed from an audio recording with an unspecified time and location on **Friday, September 3, 2021.**





P R O C E E D I N G S

1  
2 MS. PUSATIER: -- regional director to this area. I've  
3 been here for the last couple of weeks after the previous  
4 regional director started school. So I'm happy to be here. I  
5 have 22 years as a partner. I was previously regional director  
6 in Boston. But I started out 22 years ago for set in stores,  
7 and you know, you're moving around the country and you know, I  
8 love being able to (indiscernible), it's one of my favorite  
9 parts of my job. And so (indiscernible) get to talk to you  
10 y'all.

11 MS. FILC: So who wants to go? Nathalie, why don't you  
12 go, because I know I've introduced myself to almost everyone in  
13 the room already. So you go first, and then I'll go.

14 MS. CIOFFI: All right. Thank you. All right, so I'm  
15 Nathalie, I've been performing for (indiscernible). Like  
16 Deanna, I am new to -- to here because I was living in Atlanta,  
17 and then my family was here, so we moved here back in April,  
18 somewhere around there. So we're newish. And time flies. So  
19 that's it. And I'm a seven-year partner.

20 MS. FILC: Awesome. I'm Emily Filc, and I think prior to  
21 us starting, I had introduced (indiscernible) here in the room.  
22 But I'm a 17-year partner, and I'm gonna be your program  
23 resource manager, supporting Deanna in the market. And it's  
24 really nice to be back.

25 MS. PUSATIER: Awesome. We kinda got names as we went in

1 but since the room's small, why don't we get --

2 MS. SCHERRER: I didn't (indiscernible)

3 MS. PUSATIER: Okay, great. That's perfect. So you can  
4 start.

5 MS. SCHERRER: I'm Loretta. I'm from Transit Commons.  
6 I've been a partner for six years.

7 MS. PUSATIER: Thanks. Nice.

8 MR. HUANG: Roger. I am also from Transit Commons. I've  
9 been here for five years, a partner.

10 MS. PUSATIER: Five years?

11 MR. HUANG: Five years.

12 MS. PUSATIER: I'm 17 years, (indiscernible).

13 MS. RIZZO: Hi, I'm Lexi. I'm at Genesee Street. I've  
14 been a partner for almost seven years now.

15 MS. PUSATIER: Nice.

16 MS. CIOFFI: Oh, what's your -- what's your number? 205?  
17 Are you 205?

18 MS. RIZZO: 217. They hired a lot of us all at the same  
19 time.

20 MS. CIOFFI: Oh (indiscernible).

21 MS. RIZZO: Yeah, no. It was -- when I started, like, the  
22 person who started, like, a week before me was a 206, and then  
23 I started the week after and I was 217. It was a busy month  
24 for us. Yeah. Yeah.

25 MS. TALLCHIEF: I'm Cameron. I work at Niagara Falls.



1 And I've been a partner for about a year.

2 (Indiscernible, simultaneous speech)

3 MS. RIZZO: They're very happy. (Indiscernible).

4 MS. FILC: All right, (indiscernible) so sorry.

5 (Indiscernible) a partner for just about a year, right?

6 MS. TALLCHIEF: Yes.

7 MS. PUSATIER: Awesome. Awesome.

8 MR. JON: I'm Jon, and (indiscernible). And I've been a  
9 partner for 15 years.

10 MS. PUSATIER: Nice.

11 MS. FILC: 15, whoa.

12 MR. JON: Yeah.

13 MS. TOPANGA: Um, I've been a partner for about a year and  
14 a half.

15 MS. PUSATIER: And what's your name?

16 MS. TOPANGA: Topanga (phonetic throughout)  
17 (indiscernible).

18 MS. PUSATIER: (Indiscernible). All right, this is  
19 Nathalie, and I'm Deanna, and this is Emily.

20 MS. FILC: Hello.

21 MS. CIOFFI: And Rossann just walked in, so I'll let her  
22 introduce herself.

23 MS. WILLIAMS: I was actually waiting. There's one more  
24 partner out there.

25 MS. PUSATIER: Oh, okay.

1 MS. WILLIAMS: But she wanted to go get a beverage, and I  
2 was --

3 MS. PUSATIER: Okay.

4 MS. WILLIAMS: -- waiting with her to come in, and she  
5 came in, but I couldn't wait. I just wanted to come in now,  
6 so --

7 MS. PUSATIER: So when do you get your 15-year  
8 anniversary?

9 MR. JON: In two weeks.

10 MS. PUSATIER: Wow. Nice job. (Indiscernible). That's  
11 exciting.

12 MS. CIOFFI: All -- all in Buffalo?

13 MR. JON: Yeah, yeah, different stores, but --

14 MS. PUSATIER: Yeah, yeah, yeah. How many stores have you  
15 worked in?

16 MR. JON: Four.

17 MS. PUSATIER: Okay.

18 MR. JON: But this one I've been at the longest.

19 MS. PUSATIER: Okay.

20 MR. JON: I've been at this one for about a year, maybe.

21 MS. WILLIAMS: Surprising, kind of. Usually  
22 (indiscernible).

23 MR. JON: Yeah.

24 MR. HUANG: Have you ever worked at Transit Commons?

25 MR. JON: No. I worked at the Galleria Mall.

1 MR. HUANG: Okay.

2 MR. JON: In the store upstairs. And then I worked at the  
3 kiosk for a little bit.

4 MS. PUSATIER: Wait, so there was a store upstairs and  
5 then -- oh.

6 MR. JON: There was a store upstairs. There were two in  
7 the Galleria Mall. With the actual store upstairs, and then  
8 there was a kiosk --

9 MS. PUSATIER: Okay.

10 MR. JON: -- when we closed the store upstairs. And then  
11 I worked at the kiosk for a little bit. I worked at Niagara  
12 Falls Boulevard for a little bit.

13 UNIDENTIFIED SPEAKER: That was my first store.

14 MS. WILLIAMS: That was your first store?

15 UNIDENTIFIED SPEAKER: Yes, (indiscernible).

16 MS. PUSATIER: Okay.

17 MR. HUANG: You're -- you're at UB (phonetic throughout)  
18 now, right?

19 UNIDENTIFIED SPEAKER: Yes, I'm at UB now.

20 MR. HUANG: Okay. That's my old store.

21 UNIDENTIFIED SPEAKER: Oh.

22 MS. RIZZO: Everybody worked there.

23 MR. JON: (Indiscernible).

24 MS. RIZZO: A time.

25 (Indiscernible, simultaneous speech)

1 MS. RIZZO: Yeah.

2 MS. PUSATIER: Yeah. You -- you (indiscernible) and  
3 they're all connected by, you know, a (indiscernible), so.

4 MR. HUANG: We were --

5 (Indiscernible, simultaneous speech)

6 MR. HUANG: We -- we were told that on mobile orders. Our  
7 mobile orders, (indiscernible) on time.

8 (Indiscernible, simultaneous speech).

9 MS. SCHERRER: -- the doors -- we had lines going out the  
10 doors since last Monday. Because of school starting.

11 MS. WILLIAMS: Because of school starting. And then fall.  
12 Those two things kind of go --

13 MS. SCHERRER: Yes.

14 MS. RIZZO: Your mobile order numbers blow my mind --

15 MR. HUANG: Yeah.

16 MS. RIZZO: -- on a regular basis.

17 MS. SCHERRER: I honestly, like, have \$900 half hours,  
18 like, all day long. Like, it's just very crazy.

19 MS. RIZZO: (Indiscernible).

20 (Indiscernible, simultaneous speech).

21 MR. HUANG: We -- we had buy one get one on Macchiatos --

22 MS. RIZZO: I remember that day very clearly.

23 MR. HUANG: Our (indiscernible) broke, the other one's  
24 (indiscernible).

25 MS. RIZZO: I worked at Sheridan Bailey that day with Sam

1 (phonetic throughout), and I -- I -- he put me on bar, and I  
2 did not move for eight hours. I will never forget it.

3 MS. SCHERRER: (Indiscernible) said that she --

4 MR. HUANG: There were cups everywhere.

5 MS. SCHERRER: -- (indiscernible) and she was told about  
6 it, but, like, she wanted to join --

7 MS. PUSATIER: Is she not here yet?

8 MS. FILC: Is she a partner?

9 MS. SCHERRER: She is a partner, yes. She -- she's like  
10 it's my day off. Let me -- I'll go --

11 (Indiscernible, simultaneous speech)

12 MS. WILLIAMS: Well, if it's her day off we need to make  
13 sure she gets paid for it.

14 MS. SCHERRER: Yeah.

15 MS. WILLIAMS: (Indiscernible).

16 MS. SCHERRER: Yeah. She was, like, I heard about this,  
17 and I wanted to come join. I'm gonna go see if she's here.

18 (Indiscernible, simultaneous speech)

19 MS. WILLIAMS: I don't want her sitting out there if she  
20 wants to join the conversation.

21 MS. SCHERRER: Yeah.

22 MS. WILLIAMS: She can come in.

23 MS. PUSATIER: That was nice of her.

24 MS. CIOFFI: Yeah.

25 MS. WILLIAMS: It's kind of funny. I was standing out

1       there and the reason I was late is because we had a customer  
2       out there who was very chatty. He was here (indiscernible)  
3       before, but he's a sportswriter so he wants to talk about all  
4       the Starbucks stores he's gone to, and he saw how  
5       (indiscernible) needed all this stuff. So -- and every time  
6       one of you walked in, I just could tell by the look on your  
7       face if you were partner or not, because there's something  
8       smiley about partners, and -- and just your demeanor when  
9       you --

10           MS. RIZZO: Yeah.

11           MS. WILLIAMS: -- walk into a store. Like when you walked  
12       in -- although I saw your t-shirt, but when you walked in it  
13       was, like, that's a partner. I can tell. And sometimes I get  
14       it wrong, but it was great just (indiscernible) reminded me  
15       that we have a special -- special kinds of people that come  
16       here.

17           MS. RIZZO: We attract a certain type.

18           MS. PUSATIER: Yeah.

19           MS. CIOFFI: We do.

20           MS. WILLIAMS: Somebody said that yesterday, too.

21           MS. RIZZO: It's true.

22           MS. WILLIAMS: It's like a certain --

23           MS. RIZZO: You can just meet somebody and be like, oh,  
24       they're a Starbucks person, or oh no, they're not a Starbucks  
25       person.



1 MS. TALLCHIEF: The way they (indiscernible).

2 MS. RIZZO: Yeah.

3 MR. HUANG: Did you guys go to Starbucks before you became  
4 partners?

5 MS. PUSATIER: Yes, yes.

6 MS. RIZZO: I did.

7 (Indiscernible, simultaneous speech).

8 MS. PUSATIER: Yes.

9 MS. RIZZO: But I was a teenager before I started, so it  
10 was -- I went a lot. It was like the place the be, you know?  
11 As soon as I was legal to work, I started.

12 MS. CIOFFI: It was the one place, when I moved to a city  
13 that I didn't know anyone except my parents, that's where I  
14 went every single morning. And I -- and I don't mean to say  
15 this as if it's (indiscernible), but that is the place where I  
16 made friends, and I felt that I could have conversations with  
17 people and (indiscernible). And I (indiscernible) because  
18 that's just where I -- that was my place.

19 MS. RIZZO: Yeah. I moved here, I think, my first, like  
20 two and a half years with the company, I was in Florida.

21 MS. CIOFFI: okay.

22 MS. RIZZO: And I moved here about four years ago. And  
23 yeah, it was the same thing. I knew no one and had nothing,  
24 but I transferred to a store here, and I immediately was, like,  
25 okay, I'm home.

1 (Indiscernible, simultaneous speech)

2 MS. TALLCHIEF: -- same thing. Like I worked in Starbucks  
3 in Michigan (indiscernible) and here. And, like, it's all the  
4 same types of people who work at Starbucks it seems like.

5 MS. RIZZO: Uh-hum.

6 MS. TALLCHIEF: Same kind of personalities, same kind of  
7 inviting (indiscernible). It was, like, just real comforting.

8 MS. CIOFFI: (Indiscernible) to Buffalo?

9 MS. TALLCHIEF: Huh?

10 MS. CIOFFI: What part (indiscernible) from Buffalo. You  
11 said you moved here, and you can from Michigan, right?

12 MS. TALLCHIEF: Yeah. I grew up in (indiscernible).

13 MS. CIOFFI: Okay. And what about for you?

14 MS. RIZZO: I just liked it here. I -- I just  
15 (Indiscernible, simultaneous speech).

16 MS. RIZZO: Yeah. I love it in Buffalo. I love it here.  
17 I think this is the greatest city.

18 MS. CIOFFI: Even the weather? The winter --

19 MS. RIZZO: I don't mind, I would rather have the winter  
20 than 100 percent humidity and 99 degrees any day.

21 (Indiscernible, simultaneous speech)

22 MS. RIZZO: It gets old. I miss, like, the ocean, that I  
23 miss.

24 MS. CIOFFI: Oh yeah.

25 MS. RIZZO: Yeah.



1 (Indiscernible, simultaneous speech).

2 MS. RIZZO: Almost.

3 (Indiscernible, simultaneous speech).

4 MS. RIZZO: Welcome.

5 MS. WILLIAMS: Come on in.

6 (Indiscernible, simultaneous speech)

7 MS. PUSATIER: Welcome.

8 MS. WILLIAMS: Was that everybody you saw out there?

9 MS. SCHERRER: That was the only one I saw. Yes.

10 MS. WILLIAMS: All right, we got (indiscernible).

11 MS. PUSATIER: We're happy to have you. I'm glad you  
12 decided to join. Awesome.

13 Ms. WILLIAMS: And the only thing I wanna make sure, is  
14 today's your day off?

15 UNIDENTIFIED SPEAKER 1: It is.

16 MS. WILLIAMS: Then you need to get paid. The listening  
17 sessions are always paid for wherever we go in the country.

18 UNIDENTIFIED SPEAKER 1: Okay.

19 MS. WILLIAMS: So make sure that you tell your store  
20 manager that you were here, so you make sure to get paid.

21 UNIDENTIFIED SPEAKER 1: You got it.

22 MS. WILLIAMS: Okay.

23 MS. PUSATIER: All right. Great.

24 MS. WILLIAMS: And everybody else (indiscernible), right?

25 MS. RIZZO: Yeah.

1 MS. WILLIAMS: All right. Just wanna make sure.

2 MS. PUSATIER: So for those of you that just joined, my  
3 name is Deanna. I am new to this area. I'm not new to the  
4 company. I've been here for 22 years. I started as a barista  
5 in Southern California but (indiscernible). And then I -- I  
6 worked in Arizona for a period of time, so we have some  
7 connection there. And, yeah, so I was previously the regional  
8 director in Boston. And I'm happy to be here today talking  
9 with you (indiscernible).

10 So for those of you that just joined in (indiscernible)

11 MS. FILC: I'm Emily, and I'll be (indiscernible)  
12 supporting Deanna. And I'm currently a resource manager.

13 MS. PUSATIER: This is Nathalie.

14 MS. CIOFFI: I'm Nathalie, and I'll be supporting Deanna  
15 and Emily (indiscernible). And I've been a partner for seven  
16 years.

17 MS. WILLIAMS: And I'm Rossann Williams. I am here  
18 supporting Deanna, Emily, and Nathalie. And I -- you may or  
19 may not know, I support the stores in North America. And I --  
20 I get a chance to get out to the markets at least a couple  
21 times a month. COVID has put a little bit of a dent in my  
22 travels, but -- a couple times of month. And -- and part of  
23 what we do when we're in market is always go to listening  
24 sessions, so. It's the best part of my job, is getting to meet  
25 partners.

1 I -- I wish I could get to every store. It's hard to get  
2 to every store just because we have, like, 16,000 of them in  
3 North America, so it's hard to get there. So these listening  
4 sessions are a different way for me and us to be able to meet  
5 partners and hear what's on your mind. And hear -- hear what  
6 you're proud about Starbucks about. How -- how we're doing,  
7 how we're not doing. And I also just wanna say that before  
8 Deanna (indiscernible).

9 UNIDENTIFIED SPEAKER 1: You know, it's only brand new.  
10 It's fine.

11 MS. WILLIAMS: But these -- the listening sessions that we  
12 provide are always confidential. So we appreciate anything  
13 that we talk about (indiscernible) connected. And for me  
14 personally, because I don't get out to stores all the time,  
15 it's the one chance -- one chance I get to hear from  
16 partners -- directly from partners, that doesn't get translated  
17 through a partner engagement survey, which is coming up so  
18 please take it or a Workplace live event, if you happen to be a  
19 store manager and you happen to be a part of the Workplace live  
20 event or any other communications. So this is really, really,  
21 really a treat for me to be able to get out and talk to  
22 partners in live time.

23 So I appreciate your honesty and your transparency. And  
24 know we're not taking any notes, there's no names, it's not  
25 meant to do that. It's meant just to -- just to kinda build



1 off from the tradition that we've been doing for ten years now,  
2 which is talking about how we're doing as partners. So just  
3 thank you for making time to be here. Everybody's got choices,  
4 so thank you for coming.

5 MS. PUSATIER: Excellent. So (indiscernible) a topic --  
6 I -- I wanna share, you know Rossann did a good job teeing us  
7 off. But you know, we've been doing these kinds of  
8 conversations for the last 30 years. It's one of my favorite  
9 things about Starbucks. And we -- we've called them many  
10 things over the years: open forums, townhalls, rectangles, you  
11 know what have you, milk-crate conversations.

12 And the reason that they started out being called a milk-  
13 crate conversation is because in our original store in Pike  
14 Place, at the beginning of shifts people would turn the milk  
15 crates and they would sit and have a real conversation about  
16 Starbucks and what it feels like to be a partner, so we can all  
17 support each other. And so that's really the intent of today,  
18 and that's something that we've carried through. And, you  
19 know, as Rossann shared with you, this is in every market  
20 (indiscernible).

21 MS. RIZZO: Just in, like, the interest of, like, total  
22 transparency.

23 MS. PUSATIER: Yeah.

24 MS. RIZZO: I've been with the company for, like I said,  
25 like, almost seven years. I have never heard of one of these,



1     been to one of these, seen one of these occur. So I think  
2     everyone can agree with me, that we all feel like this is  
3     because of the union campaign. Like can you talk about that at  
4     all?

5             I know that there's gonna be a lot of things that we can't  
6     say, and I totally understand, and I'm aware of the culpability  
7     here and all that, but I've never heard of -- of this  
8     happening. Like I've heard of roundtables for, like -- with  
9     supervisors, but in terms of, like, a listening session, open  
10    to everyone in the district, like, I feel like we can all be  
11    transparent enough to say that, like, this is related to our  
12    organizing. I -- I know that there's only so much we can say,  
13    but is there anything that we can comment on about it all?

14            MS. PUSATIER: Well, that -- that's perfect. Thank you  
15    for that.

16            Well, first of all, I just want to say I'm sorry that you  
17    haven't had -- (indiscernible). So I'm glad we're able to have  
18    it today.

19            MS. RIZZO: Yeah, absolutely.

20            MS. PUSATIER: And you also bring up something else. So  
21    this -- this listening session today, in Buffalo, is a little  
22    bit different than the ones that we normally have in that there  
23    is a union called Workers United, who has filed a petition to  
24    the Labor Board for election. And as a result of that, there  
25    are some things we won't be allowed to say.

1 MS. RIZZO: Right.

2 MS. PUSATIER: So -- in -- in, you know, in a normal  
3 listening session you might not hear us say, I don't know, or I  
4 can't answer that, but you might hear that from us today, and  
5 that's really because we wanna be in compliance, you know, we  
6 wanna follow the law.

7 MS. RIZZO: Right.

8 MS. PUSATIER: And it's important that we do  
9 (indiscernible).

10 So I just want to let you know that anything that comes as  
11 a result of today, you know we can't make any promises to you,  
12 nothing is gonna come out of this, and you know, we're not  
13 gonna be making commitments, but -- but that doesn't change the  
14 fact that we're here to have an open conversation with each  
15 other as partners, and we're here to listen, and we're here to  
16 talk. And, you know, we won't be getting into -- to any of  
17 this --

18 MS. RIZZO: Right.

19 MS. PUSATIER: -- stuff with the union. I appreciate you  
20 bringing it up, I appreciate your perspective. And -- but I'm  
21 glad we were able to start the conversation today.

22 MS. WILLIAMS: And I'm happy to, just if we have not had  
23 the opportunity, and we did hear the same thing yesterday from  
24 people like you, who have never seen or heard this.

25 MS. RIZZO: Right.



1 MS. WILLIAMS: I've been put in touch with lots of  
2 partners all over the country, I actually do this in every  
3 single market. I was just in --

4 MS. RIZZO: Yeah.

5 MS. WILLIAMS: -- Sacramento. We do it different in every  
6 market. So in Sacramento, we did a -- a barista one, and there  
7 was probably 30 or 35 baristas. And then we did a shift  
8 supervisor one, so they -- we did those --

9 MS. RIZZO: Right.

10 MS. WILLIAMS: -- at the same time. And then we did a  
11 store manager one and a district manager one. Some markets  
12 it's just by job. Some markets it's mixed. It's rarely that  
13 we do a store (indiscernible) because it's hard to get all the  
14 partners from one store, because running the shifts.

15 UNIDENTIFIED SPEAKER: Right, we're working. Yeah.

16 MS. WILLIAMS: But they -- but I haven't been to Buffalo  
17 before, so I haven't done one here. But every market that I  
18 visit, for my 17 years of working here, there's always a -- a  
19 listening session, or a round table, or sometimes they're open  
20 forums where there's, like, two or three hundred people. We  
21 probably don't do those anymore because of --

22 MS. RIZZO: Right.

23 MS. WILLIAMS: -- COVID.

24 MS. RIZZO: COVID.

25 MS. WILLIAMS: And we actually just got a chance to start

1 getting back out into the markets and doing this after the last  
2 couple of years of not really wanting to organize people to  
3 come together, because we were trying to be, you know,  
4 respectful of people's personal decisions about health and  
5 wellness --

6 MS. RIZZO: Yeah.

7 MS. WILLIAMS: -- and all that stuff. So happy if you  
8 wanna connect with any other partners --

9 MS. RIZZO: Yeah.

10 MS. WILLIAMS: -- across the country that have had a  
11 chance. And -- and because -- I don't think there's any store  
12 managers here, but store managers have a place to be connected  
13 on Workplace to share what their open forum experiences have  
14 been, or what --

15 MS. RIZZO: Yeah.

16 MS. WILLIAMS: -- their listening sessions --

17 MS. RIZZO: I used to have access to those things as,  
18 like, an AFT student, but then a few months back they took that  
19 away from us. Like our ability to see any of that information  
20 as supervisors or as partners. And so now, like, all the  
21 information the store managers, and assistant store managers  
22 has disseminated differently, which is actually -- it's a  
23 little disappointing to me, because it was nice to be able to  
24 have that access to those conversations.

25 MS. WILLIAMS: Are you still (indiscernible).

1 MS. RIZZO: Yes.

2 MS. WILLIAMS: (Indiscernible).

3 MS. RIZZO: I am. But they changed -- there's like a  
4 different group made for just store managers, and now most of  
5 those conversations and information goes just to store  
6 managers. We actually can't access it anymore.

7 MS. PUSATIER: So you have access to Workplace, but --

8 MS. RIZZO: But not to anything, really, anymore.

9 MS. PUSATIER: Not to (indiscernible).

10 MS. RIZZO: Right.

11 MS. WILLIAMS: Is it just an ASU group that you're  
12 associated with or what -- how --

13 MS. RIZZO: Um, so all the people that were in ASU, like,  
14 have a Workplace account. I'm able to access Workplace.  
15 (Indiscernible, simultaneous speech).

16 MS. PUSATIER: But you -- but we changed it?

17 MS. RIZZO: It was probably about four or five months ago.  
18 It was right around the time that one of your statements came  
19 out about the mask-wearing and those situations. And then  
20 after that, anybody below ASM couldn't access a lot of the  
21 information anymore. I feel like that really did -- like it  
22 did close, like, a line of communication.

23 MS. WILLIAMS: I didn't know that, so --

24 MS. RIZZO: Yeah.

25 MS. WILLIAMS: Of course, I don't know all the things that

1 we do just because I --

2 MS. RIZZO: Technology.

3 MS WILLIAMS: -- do this, doesn't mean that.

4 MS. RIZZO: Right.

5 MS. WILLIAMS: But I -- I had not heard that before. Did  
6 you find value in having access to it?

7 MS. RIZZO: did.

8 MS. WILLIAMS: You did?

9 MS. RIZZO: Yeah. It was really nice. It felt like  
10 another, like, open line of communication that we don't --

11 MS. WILLIAMS: Okay.

12 MS. RIZZO: -- necessarily have any more.

13 MS. WILLIAMS: Okay. We can talk about that later  
14 (indiscernible) --

15 MS. RIZZO: Yeah, absolutely.

16 UNIDENTIFIED SPEAKER 1: -- get more specifics, so I  
17 can --

18 MS. RIZZO: Cool.

19 MS. WILLIAMS: -- understand. I don't know -- we actually  
20 have even discussed, do we wanna -- do we wanna add hourly  
21 partners to Workplace, and do an hourly --

22 MS. RIZZO: Yeah.

23 MS. WILLIAMS: -- partner Workplace group. We are -- we  
24 tested it. We tested it in Canada. And, you know, the labor  
25 laws for us are different. Like if we put something on

1 Workplace that you guys have to use for work, and you go onto  
2 Workplace, then we have to pay you for it in some states, which  
3 we want to. And then we don't know how -- you know how do  
4 we -- how do we figure out how to do that in a way that gives  
5 everybody access. And so we're -- we -- we are --

6 MS. RIZZO: Right.

7 MS. WILLIAMS: -- going to figure that out, because we  
8 know that communication is certainly something important for  
9 all of us to stay connected.

10 MS. RIZZO: Yeah.

11 MS. WILLIAMS: But I didn't know about the ASU. I know  
12 that you guys had access, I just didn't know we changed it.  
13 So --

14 MS. RIZZO: Why did it change?

15 MS. WILLIAMS: -- we'll talk about that later.

16 MS. RIZZO: I wanted to ask you as well, since you've been  
17 in this district for much longer than any of us. Like is this  
18 the first listening session that has been held that you've been  
19 invited to, or have there been others in the past?

20 MR. JON: I've been to, I think, shift supervisor --

21 MS. RIZZO: Right. Because I've been to shift supervisor  
22 roundtables. But I've --

23 MR. JON: Or roundtables. Yeah.

24 MS. RIZZO: -- never seen anything like this where  
25 baristas were invited.

1 MR. JON: Yeah, this is the first one of these that I've  
2 been to.

3 MS. RIZZO: In 15 years? Yeah. Okay. That -- that's  
4 what I thought. Yeah.

5 MS. PUSATIER: So (indiscernible) what do you love about  
6 working for Starbucks? What keeps you here?

7 MS. PUSATIER: Well, it's my favorite job. In the last,  
8 like, 13 years of my life, I kept coming back to Starbucks.  
9 And I worked for almost nine years at both lake stores and  
10 (indiscernible) stores. And -- and I worked at a lot of other  
11 kinds of jobs, I've been a (indiscernible) -- I was a manager  
12 at the lake store for a couple years.

13 And I've only been at corporate -- my numbers start  
14 (indiscernible). But I started in, um, 2014, but then I came  
15 back years later, and to work here. And it's because of the --  
16 it's the comradery, it's the family unit that the team always  
17 is. And whenever somebody's hired, we kinda know if they gonna  
18 work out or not, kinda like how they just fit in or they don't,  
19 almost instantly. (Indiscernible) very strong (indiscernible).  
20 So I think that can be -- that's what drew me here.

21 We've been talking about (indiscernible) family that we  
22 have, and (indiscernible) sometimes it feels like people just  
23 recognize (indiscernible). Thank you.

24 MS. TALLCHIEF: I think that's why I love it so much, is  
25 the partners, like --

1 MS. RIZZO: Me too.

2 MS. TALLCHIEF: -- they're all in a group chat, like, for  
3 like shift cover, everybody (indiscernible) limits. And like  
4 the comradery that we all share, like, I love it  
5 (indiscernible). Like it's amazing. And, like, we're all in  
6 it together. And then you get to see partners grow, too, like,  
7 so when they come (indiscernible) like for instance, I was  
8 (indiscernible) like at all, and now, like, that growth that,  
9 like, happened over a year (indiscernible). Like my manager  
10 pulled me aside (indiscernible) she's, like, you've grown so  
11 much. And, like, being a partner (indiscernible), partner  
12 appreciation. I was, like, oh my god, thank you. It's those  
13 little moments, like --

14 MS. RIZZO: I regularly cry over green apron cards. Yeah,  
15 regularly. Yeah.

16 MS. WILLIAMS: Don't they -- they just make you feel good,  
17 don't they?

18 MS. RIZZO: It's beautiful.

19 MS. WILLIAMS: It's something about --

20 MS. RIZZO: Yeah.

21 MS. WILLIAMS: Yeah. It's awesome.

22 MR. HUANG: I do -- I do like the partners, but the  
23 customers do get me sometimes too. Before I worked at  
24 Starbucks, I worked at a Barnes & Noble café for a summer, in  
25 Brooklyn. I'm from Brooklyn, by the way. And I'm next to a

1 hospital, so the nurses all come, doctors, and it's just  
2 like -- you're the -- you're their source of fuel. When I was  
3 at UB, it's all the college students. And, like it can be --  
4 it can get overwhelming, but when you're close, you kind of  
5 meet a lot -- a lot of other students like really wanted to be  
6 able to get through the next exam.

7 And now I'm at Transit Commons where it's more  
8 residential, so you get to meet more, like families. You meet  
9 like -- you -- you get to connect with customers who, like,  
10 just lost their husband, like, or had their --

11 MS. PUSATIER: Yeah.

12 MR. HUANG: -- first kid, or stuff like that. So it's --  
13 there's different jumps of customer connections that I've been  
14 able to develop with working at Starbucks.

15 MS. WILLIAMS: Do you prefer one or the other? Or they're  
16 just all different?

17 MR. HUANG: I think at certain points in my life, it's --  
18 it matched up. Because when I was a college student, I worked  
19 on a college campus.

20 UNIDENTIFIED SPEAKER: Yeah.

21 MR. HUANG: But then this -- where it kind of took away  
22 from everyone else, so, like, not everyone can recognize me  
23 every minute of every day, so I (indiscernible) working at  
24 somewhere further out. Yeah.

25 MS. WILLIAMS: I was just asking because eve -- every time



1     you meet somebody, some people really, really, really love the  
2     cafés, the neighborhood cafés. Some people love the high-  
3     stress drive-thru, it's always busy all the time. Some people  
4     like the campuses, or some people like --

5           MR. HUANG: I -- I do like drive-thrus a lot. I -- I live  
6     the chaos of it. Like (indiscernible) I like -- I'm the  
7     calmness in that chaotic environment. I love doing that.

8           MS. WILLIAMS: Yeah.

9           MR. HUANG: I love being (indiscernible) I like how you're  
10    always busy, like in a drive-thru.

11          MS. WILLIAMS: Yeah, yeah, yeah.

12          MS. RIZZO: Yeah.

13    (Indiscernible, simultaneous speech)

14          MS. RIZZO: Are they surviving?

15          UNIDENTIFIED SPEAKER 2: Yes.

16          MS. RIZZO: Thank you.

17          UNIDENTIFIED SPEAKER 2: (Indiscernible).

18          MS. RIZZO: You know that's -- that's totally fine. It's  
19    the same thing.

20          UNIDENTIFIED SPEAKER 2: Okay. Just checking.

21    (Indiscernible, simultaneous speech)

22          MS. RIZZO: Oh yeah.

23          MS. PUSATIER: All right. What else?

24          UNIDENTIFIED SPEAKER: I love the culture of the stores.  
25    Having that family environment. I will never forget when I had

1 my orientation. She was, like any questions. I was like the  
2 only question is, why didn't I come here sooner. Because I had  
3 to do so much hard work and time, it's (indiscernible) worked,  
4 and (indiscernible) eight or nine months, and I enjoyed it.  
5 And I came to realize the only thing that I (indiscernible) but  
6 it was about connecting with people. I loved being able to  
7 calm people down (indiscernible) getting to, like, know them,  
8 talk with them, just, you know, have people come back  
9 (indiscernible).

10 I just -- I think a lot of it is just connecting with the  
11 people that really drove me to the job. And so I was working  
12 at Starbucks part-time, and just happened to go in there one  
13 day, it wasn't even, like, I was searching for a job,  
14 (indiscernible), you know what, you should apply  
15 (indiscernible). And I was like driving home, and I was, like,  
16 I never thought about that, but, like, maybe (indiscernible).  
17 You know I had always worked in coffee shops. I started  
18 (indiscernible) at 16, worked all the way there until I was 20,  
19 and by that point, I was already a store manager. I had no  
20 business being a store manager at 20, but you know what  
21 (Indiscernible, simultaneous speech).

22 UNIDENTIFIED SPEAKER: And it gave me -- it gave me the  
23 experience that I needed to become (indiscernible) relatively  
24 soon, which I really love doing. And, yeah, I think it's just  
25 the culture, the people, and the fact that Starbucks is

1 focusing on not just meaning better for what you can do for me,  
2 but you can do outside of the store. And I think that was what  
3 really (indiscernible). They want me to better, not just for  
4 them, but for myself as well.

5 MS. PUSATIER: Thank you.

6 MS. WILLIAMS: Awesome.

7 UNIDENTIFIED SPEAKER: And college.

8 MS. RIZZO: Yeah.

9 MS. WILLIAMS: College.

10 MS. PUSATIER: Say that again?

11 UNIDENTIFIED SPEAKER: Yeah, college. That's a huge deal  
12 for me, because I'm gonna be 34 this year, and I -- I've  
13 never -- I never went to college, and I always meant to  
14 (indiscernible), I always had all these plans. And -- and when  
15 I move out -- I move out to New York, and I didn't mean to, I  
16 never actually wanted to.

17 MS. WILLIAMS: Oh, that's a story.

18 UNIDENTIFIED SPEAKER: Kind of a long story. But I -- I  
19 just -- I hadn't (indiscernible) it was gorgeous, I love the  
20 nature, I love every -- like everything about it. And New York  
21 is really -- I grew up here, and I was -- I -- I wanted to see  
22 other places a lot, but I have moved back here. And it's good  
23 because my daughter's father is here and her whole family. But  
24 coming back, I knew that Starbucks was -- at first it was  
25 (indiscernible) for me, I knew I'd be able to get re-hired, and

1       then I love it (indiscernible).

2           All my -- you know I would get judged by some of my  
3       friends and family, are like why are you going back to  
4       Starbucks (indiscernible), you should be having a real job now.  
5       And, like, well, I'm starting college though, and like, I need  
6       to get my bachelor's degree and also stop judging me, because  
7       this is an amazing job. Like this -- I've never worked at a  
8       job that cares so much about -- about their actual employees.  
9       And even, like, talking about it (indiscernible), but that was  
10      my first job that I ever had, and they -- the job itself, like,  
11      didn't care about its employees at all.

12           And I didn't really -- I didn't know too much at the time  
13      (indiscernible) really helped much at all, at least for me.  
14      And with Starbucks, as much as I can complain about certain  
15      things here and there, like I don't like the (indiscernible)  
16      system, and I don't like how -- like sometimes working on the  
17      floor with, like, too many partners or people calling our  
18      stores who, you know, don't know anything when they  
19      (indiscernible). Like all these little things can be fixed  
20      internally, but overall, it's the culture, it's the people, and  
21      also (indiscernible). And then college, and the benefits on  
22      top of that, I just can't really say (Indiscernible).

23           MS. PUSATIER: You did have a couple of things that you  
24      threw in there that I wanna ask more questions about, okay? So  
25      I think you said you don't like the new (indiscernible) system.

1 UNIDENTIFIED SPEAKER: Yes.

2 MS. PUSATIER: Tell me more.

3 (Indiscernible, simultaneous speech)

4 UNIDENTIFIED SPEAKER: So (indiscernible) when, like I'll  
5 start draining too early --

6 MS. PUSATIER: Uh-hum.

7 UNIDENTIFIED SPEAKER: -- or (indiscernible).

8 MS. PUSATIER: Really?

9 UNIDENTIFIED SPEAKER: Yeah.

10 MS. RIZZO: All over the floor.

11 UNIDENTIFIED SPEAKER: Yeah

12 (Indiscernible, simultaneous speech).

13 MR. HUANG: I like the idea of it though. Like the --

14 MS. RIZZO: The idea is awesome.

15 UNIDENTIFIED SPEAKER: Yeah.

16 MS. RIZZO: Not having to worry about it.

17 UNIDENTIFIED SPEAKER: Yeah.

18 MS. RIZZO: Execution, no.

19 UNIDENTIFIED SPEAKER: I said I don't know if they maybe

20 just need a little work, because I know that they're super

21 finicky too. Like if you overfill it even, like, a little bit,

22 you have -- I know if I start, like, a latte (indiscernible)

23 three or four, like, significant filter spills in the back.

24 (Indiscernible, simultaneous speech).

25 MS. WILLIAMS: So it's the buttons on it?

1 MS. RIZZO: It's a lot of things.

2 UNIDENTIFIED SPEAKER: A lot of things.

3 MS. WILLIAMS: Okay, so --

4 MS. WILLIAMS: Those -- there's a little spring assemblies  
5 at the bottom of it, they're, like black and they screw in.  
6 Sometimes if there's too much water, I think what happens,  
7 something that goes wrong, and instead of draining into the  
8 cubes, it just drains all over the floor.

9 UNIDENTIFIED SPEAKER: Yeah.

10 MS. RIZZO: I -- I don't know why it happens. We've tried  
11 to narrow it down. We've, like, measured the amount of water  
12 we're putting in with, like, a ruler to make sure we're doing  
13 it the same every single time. And it just inexplicably, like,  
14 one out of every five times it ends up on the floor or like you  
15 said, the -- I don't remember who said about the buttons --

16 UNIDENTIFIED SPEAKER: Yeah.

17 MS. RIZZO: -- sometimes it'll say 20 hours, and then I'll  
18 hear, five hours later, the cold brew draining. And I'm, like,  
19 I just made you, why are you draining?

20 UNIDENTIFIED SPEAKER: I know, I know. Like in theory it  
21 was wonderful, we were all excited about it.

22 MS. RIZZO: Super excited.

23 UNIDENTIFIED SPEAKER: But it seems, like, really like  
24 nice and neat, you can fit a lot of them in, like, perfect.  
25 And then we got 'em, and it's just -- it's just like dripping

1 everywhere, it's draining everywhere, you can't, like,  
2 (indiscernible) our store, how it's set up, it's really hard  
3 to, like, put them in a good spot, so to like the fill water  
4 into.

5 MS. RIZZO: Yeah.

6 (Indiscernible, simultaneous speech)

7 UNIDENTIFIED SPEAKER: So like when I'm trying to do that,  
8 and water always spills, I don't always, like, get it all in  
9 there.

10 MS. RIZZO: It's such a strenuous thing for you back too,  
11 to have to lift a full totty (phonetic throughout) of 13 and a  
12 half liters of water up above, like, neck height to get it --  
13 'cause the things are tall.

14 UNIDENTIFIED SPEAKER: Yeah

15 MS. RIZZO: So to have it above to pour the water in, you  
16 have to literally, like, overhead lift 13 and a half liters of  
17 water above your head. I've had, like, several partners pull  
18 muscles trying to do that.

19 (Indiscernible, simultaneous speech)

20 UNIDENTIFIED SPEAKER 1: (Indiscernible) you don't have  
21 to -- you can -- you can do 'em at any time of the day because  
22 they drip longer.

23 MS. RIZZO: Oh, that's amazing. Yeah.

24 (Indiscernible, simultaneous speech)

25 UNIDENTIFIED SPEAKER: Because before we had to wait

1 until, like, 11:00 when really, at the time safety was  
2 (Indiscernible) 20 hours. So I would say that -- it stopped  
3 that problem, but in other ways, it didn't make it any better.

4 MS. WILLIAMS: Yeah, so I don't know if it's just this  
5 recent, but I've never heard this, and we've had been testing  
6 them for two years, so --

7 UNIDENTIFIED SPEAKER: This is very (indiscernible).

8 MS. RIZZO: Oh.

9 (Indiscernible, simultaneous speech)

10 MS. RIZZO: I've seen a lot of baristas online complaining  
11 about similar things on, like, you know, the big old Facebook  
12 group of all the partners.

13 MS. WILLIAMS: Yeah.

14 MS. RIZZO: I see a lot of posts about it. Whether or not  
15 it's actually been reported to (indiscernible) is probably the  
16 real question.

17 UNIDENTIFIED SPEAKER: Yeah. I think a lot of people  
18 think that it's not, like -- like it's petty almost, like it's  
19 not really important --

20 MS. RIZZO: Not that big of a deal.

21 (Indiscernible, simultaneous speech)

22 UNIDENTIFIED SPEAKER: They were doing something wrong, it  
23 was their fault, not Starbucks.

24 (Indiscernible, simultaneous speech)

25 MS. WILLIAMS: They -- they were designed (indiscernible)



1 so we had a trial (Indiscernible) down in Seattle  
2 (indiscernible) it's, I don't know, four football fields.

3 UNIDENTIFIED SPEAKER: Huge.

4 MS. WILLIAMS: It's huge. It's that woodworking shop,  
5 metal shop, it's got a little digital printing shop. And we  
6 had, actually, baristas, shift supervisors, store managers that  
7 come in and work with the (indiscernible) and they design --  
8 they help us design all this stuff.

9 UNIDENTIFIED SPEAKER: Cool.

10 MS. WILLIAMS: So the warming -- the new warming ovens,  
11 the (indiscernible), and they were the ones that came up with  
12 this new trial. So I, again, it goes through a fairly rigorous  
13 testing before we go out and actually --

14 UNIDENTIFIED SPEAKER: Right.

15 MS. WILLIAMS: -- they go through, like, seven prototypes,  
16 they all get tested. So again, I'm happy to take this back  
17 because I'm sure they're gonna say, well, what's happened with  
18 the original design, and why aren't they working the way that  
19 we thought they were gonna work. But they -- all that stuff  
20 you guys get, are designed by baristas, so -- and they work  
21 with engineers, obviously, software engineers, and other  
22 engineers that design all this stuff. But the equipment is  
23 designed because if the previous tottys are super heavy too,  
24 and --

25 MS. RIZZO: Yeah, that's -- because it was the same

1 problem, yeah.

2 MS. WILLIAMS: And they didn't fit on the shelves in the  
3 same ways, or like square boxes (indiscernible). So I -- I  
4 will absolutely take that back, and I -- it doesn't mean I --  
5 it's not -- I'm not denying it --

6 MS. RIZZO: Oh yeah.

7 MS. WILLIAMS: -- what you're saying. I haven't heard  
8 that it's this bad, so thank you for sharing that.

9 UNIDENTIFIED SPEAKER: I'm sorry that I'm saying so many  
10 negative things about. It was excited about it  
11 (Indiscernible, simultaneous speech)

12 MS. PUSATIER: You also said something about having enough  
13 people on the floor (indiscernible).

14 UNIDENTIFIED SPEAKER: That's just -- I think that our  
15 store, in particular, is used to training (indiscernible). The  
16 way my manager explained it to me, was that our store is the  
17 only one (indiscernible) people to, like, train enough people.  
18 So we kinda train most people (indiscernible). And it just so  
19 happens sometimes that -- I think my manager is so busy she  
20 doesn't always know that a few trainees aren't up to par yet.

21 MR. HUANG: What Starbucks store?

22 UNIDENTIFIED SPEAKER: Huh?

23 MR. HUANG: What store?

24 UNIDENTIFIED SPEAKER: (Indiscernible)

25 MR. HUANG: Oh (indiscernible) Okay.

1 UNIDENTIFIED SPEAKER: And -- so it's -- she has like  
2 (indiscernible) and she was -- and I was on the bar, and I'm on  
3 bar for two hours (indiscernible) stuff, because she didn't  
4 (indiscernible) understand, but she didn't know (indiscernible)  
5 and like she didn't -- she didn't (indiscernible) to go outside  
6 and (indiscernible) two trainees that weren't ready yet, and  
7 then we -- it was just the four of us. So some  
8 (indiscernible). And it just -- it make -- things like that  
9 (Indiscernible) all the time.

10 And then when (indiscernible) she came and helped. She's  
11 not always there to help (indiscernible). So I think  
12 (indiscernible) like, you know, constantly, but when it does,  
13 it's -- it's hard, and it's high stress, and it makes it hard  
14 to remember the good things.

15 MS. SCHERRER: One thing I wish we had was, like, an on-  
16 call system. Like when I (indiscernible) it's like someone  
17 wants to call in at 3:00, like, you can't plan anything, like  
18 (indiscernible). Because people are sick, people have, like,  
19 you know, (indiscernible) that you can do, and like, last  
20 night, like, I'm running a three-person play, like, up until  
21 close. And, like, we're still busy. Like I gotta do my shift  
22 things, I would've loved to have had a fourth person on, like  
23 just to have, like, someone (indiscernible) to like --

24 UNIDENTIFIED SPEAKER 1: Yeah.

25 MS. RIZZO: Yeah.

1 (Indiscernible, simultaneous speech)

2 MS. RIZZO: As a supervisor --

3 UNIDENTIFIED SPEAKER: (Indiscernible) people here  
4 (indiscernible).

5 MS. RIZZO: Yeah, I've never seen that many partners on  
6 the floor at my store before, ever.

7 UNIDENTIFIED SPEAKER: (Indiscernible) and the parking  
8 lot's full, and (indiscernible).

9 MS. RIZZO: Yeah. And I think, like, the -- the hardest  
10 part about my job as a supervisor is watching my baristas  
11 suffer, because they -- we don't have the adequate staffing,  
12 training, labor, required to have the store function. And that  
13 the experience of my customers is suffering as well, greatly.  
14 And feeling like I can't do anything about it, and like  
15 watching my baristas cry on the floor, and -- and I tell them,  
16 like, you can go in the back if you need to, and they're, like,  
17 no, I can't leave you.

18 So they're sobbing while making drinks. This is like a  
19 weekly occurrence in my life. That's definitely, like, the  
20 hardest part of my job, because I try so hard to make sure that  
21 they leave happy, and that they feel good, and that they're  
22 fulfilled. And I can't express, like, how many times I've  
23 expressed these concerns through surveys, through calling PRSC,  
24 through doing ethics and compliance. I've done -- I've gone  
25 through every single channel I can, saying, like, this isn't

1 functional, this isn't okay. Like I have 30-minute waits in my  
2 drive-thru, and I'm being told by my store manager I can't turn  
3 off mobile orders at all.

4 I'm on a two-person plague because I have two call-outs,  
5 and I'm being told by my store manager I can't turn off  
6 mobiles, I can't close the lobby, so I have 30 people waiting  
7 who've been in line for a latter for 30 minutes. My partners  
8 are crying. My customers are upset. I have people asking for  
9 refunds, and I'm just like this is all we can do, I'm sorry  
10 guys, just stay in your position and just do the best you can.  
11 And I -- I had to run my peak floor today with three people, me  
12 and two baristas, for peak. And then just tell them, like, I'm  
13 sorry, I can't do anything for you, I can't.

14 UNIDENTIFIED SPEAKER: I agree. All of our new trainees  
15 cry at least once.

16 MR. HUANG: They just --

17 MS. RIZZO: I can't have my partners crying, like that  
18 breaks my heart. It makes me feel like a failure, and I know  
19 that I'm good at my job.

20 MR. HUANG: They're getting burned out so quickly.

21 MS. RIZZO: So quickly

22 MR. HUANG: Especially if they --

23 MS. RIZZO: And then they just quit.

24 UNIDENTIFIED SPEAKER: (Indiscernible) this is a great  
25 job, just, like, stick with it.

1 MS. RIZZO: Just stick with it, it'll get better. Yeah.

2 UNIDENTIFIED SPEAKER: It's just -- it's just --

3 MS. RIZZO: Because we know it's a great job, because  
4 we've been --

5 UNIDENTIFIED SPEAKER: Yeah.

6 MS. RIZZO: -- doing it. We know the beautiful things  
7 about this job, and we know the things that fulfill us and  
8 make -- make our hearts happy. We know the skills --

9 UNIDENTIFIED SPEAKER: Yeah.

10 MS. RIZZO: -- we get from this. But when we have new  
11 talent come in, and they're wonderful kids, and they can't make  
12 it through the first month because it's just so bad. And any  
13 of the options that we used to have in order to make it better,  
14 we don't have anymore. And I just have to tell them, like,  
15 just try to tough it out, but they can't tough it out. They --  
16 they burn out and they quit.

17 UNIDENTIFIED SPEAKER: Right. Yeah. (Indiscernible).

18 MS. RIZZO: What were you gonna say (Indiscernible).

19 UNIDENTIFIED SPEAKER 1: (Indiscernible) as like a newer  
20 employee too, like I said, I've only been at Starbucks for a  
21 month, but I worked in the coffee industry for longer. I've  
22 been in the coffee industry for about four years, through  
23 (indiscernible) I was a shift manager there. So I -- I'm  
24 definitely familiar with, like, the labor that it takes to work  
25 in a coffee shop and to run a coffee shop because when you're a

1 shift -- more often than not, you are just the manager on duty,  
2 you're the face of the company for the day.

3 MS. RIZZO: Correct.

4 UNIDENTIFIED SPEAKER 1: (Indiscernible). So the fact  
5 that, like, I will like, be work -- I -- I've worked through  
6 injuries because me going home would mean we were down a third  
7 person. I've seen other co-workers work through injuries, work  
8 through crying, like outside circumstances, stress from work,  
9 whatever, just their mental health is clearly suffering. And  
10 I've also -- I don't know if it's just my store, but I've never  
11 been both understaffed, and overcrowded. I don't know if it's  
12 something that needs to be fixed like the way bar is set up. I  
13 also don't know if I love how much (indiscernible) area exists  
14 in my Starbucks location. I think (indiscernible).

15 MS. WILLIAMS: Okay.

16 UNIDENTIFIED SPEAKER: Oh, I think there's too much dining  
17 area, and not enough bar area because  
18 (Indiscernible, simultaneous speech).

19 MS. RIZZO: I agree with that as well for my store.

20 UNIDENTIFIED SPEAKER: Well, a lot of times we really  
21 don't have too many people that sit down, we have, like, a  
22 conference table people sit at. And then aside from that, it's  
23 usually just -- we're predominantly drive-thru.

24 MS. WILLIAMS: Right.

25 UNIDENTIFIED SPEAKER: Like we do thousands upon thousands

1 of dollars a day in the drive-thru. But like (indiscernible).  
2 I was, like, walking, like, just to go grab ice one day, and we  
3 were training (indiscernible). We're training (indiscernible)  
4 my store, we have -- my current ASM, who's getting ready to go  
5 to another store, there -- we have a store manager, we had  
6 someone doing, like, the food and safety inspections  
7 (indiscernible) guy. And I was just trying to do my job, and  
8 we were understaffed, so -- but there were, like, 10 people  
9 that I couldn't get through, so like I couldn't do  
10 (indiscernible) and I just, I've never seen -- I've never been  
11 both understaffed and overstaffed at the same time, it's very  
12 inconvenient.

13 MR. HUANG: I -- exact situation. We were also told that  
14 we were training for the districts too, with like six new  
15 stores opening up. So we had a lot of new hires, and then none  
16 of them were certified, but their manager. So -- but he kind  
17 of treats everyone as equals. So she schedules everyone --

18 MS. RIZZO: Uh-hum.

19 MR. HUANG: -- even if they're underqualified in certain  
20 roles. So I have four brand new people working, and I have no  
21 (indiscernible) peaks. Our manager also -- he's been in our  
22 store for two years, he's never ran a play before, he's never  
23 been a play-caller, so I have someone who -- (indiscernible) if  
24 he ever jumps on, he'll go on oven, and (indiscernible).

25 MS. RIZZO: Do you have (indiscernible)



1 MR. HUANG: Yeah.

2 MS. RIZZO: He was my manager for years, so I understand.

3 MR. HUANG: So never -- he's never -- if he jumps on, he  
4 goes to oven, and he kicks off whoever's on oven, and then they  
5 go on to ask the shift supervisor where to go next, because we  
6 have (indiscernible) start, so, like, when something happens  
7 you don't really know what to do at that point. And because  
8 our -- because of that, we have someone who now currently --  
9 are now doing skills check.

10 So we've have someone who doesn't really have skills to do  
11 skills check, do skills check. So it's kinda -- it's a bit  
12 frustrating with how scheduling has been. I -- like this past  
13 couple of weeks have been a lot more rough, in my opinion, with  
14 constant -- I think it's just over -- over -- over amount of  
15 customers walking in too, and with not (indiscernible) store,  
16 we have the CS person on front for 30 minutes at a time, so all  
17 the cycles are off now.

18 And all of my new baristas are completely overworked. I  
19 finished a shift -- I must admit, I finished at 3:00 with a  
20 bunch of good people who worked during my shift, and I have to  
21 apologize so much for them being exhausted.

22 MS. RIZZO: Every day.

23 MR. HUANG: It's -- and I feel really bad about can't do  
24 anything about it.

25 MS. RIZZO: I agree.

1 MR. HUANG: Also, who has shifts here, by the way? Do you  
2 take a (indiscernible) regularly? Yeah, we don't --

3 UNIDENTIFIED SPEAKER: Regularly (indiscernible) at least  
4 one.

5 MR. HUANG: Yeah. I -- I try to. If I'm not working, if  
6 I'm not the shift on, I will take it, but if I'm the shift on,  
7 there's, like -- if you walk off you feel so guilty, and  
8 there's nothing you can -- because it will fall apart. So  
9 we're -- we're also feeling -- we're not, like, directly  
10 pressured to, like, not take our 10, but it -- it feels like  
11 that's something that we have to do, in order for us to run a  
12 successful play, or try to.

13 MS. RIZZO: Yeah. Even if you try, you're in the back for  
14 three minutes, and then can you please come help me, we're  
15 dying. And then what are you supposed to say, no? You can't.

16 UNIDENTIFIED SPEAKER: Yeah.

17 MS. RIZZO: Because they don't have enough staff on the  
18 floor to -- to run every position. There's not enough people  
19 to be on every position. Like we don't even have the bare  
20 minimum two bar, two drive, CS support. We -- we don't have  
21 enough people on the floor to fill the positions that the floor  
22 requires to work.

23 MS. RIZZO: Uh-hum.

24 MS. RIZZO: And go mode is okay for peak, but like you  
25 said, when there's so many fronts, even outside of go mode,

1 outside of peak, we do not have the customer support --

2 MR. HUANG: Uh-hum.

3 MS. RIZZO: -- that is functionally running. And that  
4 causes so many things in the store to get left behind. And  
5 that's on top of the added, like, cleaning responsibilities  
6 with COVID, but we don't have any extra staffing to accomplish  
7 those things. So it's just like -- as a supervisor, like, in  
8 my drive-thru store, it's not possible for me and two baristas  
9 to function. And that is what it is for me every single day.  
10 And it's not just my store, as -- I mean obviously, it's not.

11 MR. JON: Yeah, that's -- that would be my only issue  
12 (indiscernible).

13 MS. RIZZO: Yeah.  
14 (Indiscernible, simultaneous speech)

15 MR. JON: We're down to three people, and you have to give  
16 breaks to people.

17 MS. RIZZO: Yeah.

18 MR. JON: And it's like, you know --

19 MS. RIZZO: And I -- I consistently, like, there was a  
20 time where my manager wanted all of us to, like, close down the  
21 lobby if we were on a two-person play, just to prevent  
22 bottlenecks that were, like, not fixable, and prevent customers  
23 from having an unnecessary wait, which, like, in my mind, if a  
24 customer's waiting longer than five minutes, we've done  
25 something terribly wrong. And these days, it's like regularly

1 30-minute waits for mobile orders. I have never experienced  
2 anything like that. And it's been since 2015, ever.

3 MS. PUSATIER: So -- so I'm hearing some -- I'm hearing  
4 some talk about people being -- not enough people.

5 MS. RIZZO: And adequate training.

6 UNIDENTIFIED SPEAKER: Yeah.

7 MS. PUSATIER: Need to be trained. I'm hearing that.

8 (Indiscernible, simultaneous speech)

9 UNIDENTIFIED SPEAKER: I was thrown on a close last night,  
10 I've never closed.

11 MR. HUANG: Geez.

12 MS. SCHERRER: I'm also not a fan of the training at  
13 different stores that are not your store.

14 MS. RIZZO: Yeah, that's not helpful.

15 MS. PUSATIER: Thank you for sharing that. Tell me why.

16 MS. SCHERRER: Because like you're not adapting to the  
17 culture that's gonna be your store. Like -- and I get it, if  
18 it's a slower-paced, like, store you -- like adequate training,  
19 like, to, like, get down your bearings. But when you're in a  
20 different pace, like, it throws you off, and you cannot  
21 succeed. And because then you're working with different  
22 people, you get your -- like you're used to the people you're  
23 working with, and the store you're training, and then, like --

24 MS. RIZZO: Back to square one.

25 MS. SCHERRER: Yeah.

1 MS. PUSATIER: So what would you recommend? What would  
2 (indiscernible)

3 MS. SCHERRER: So I probably wouldn't -- not even  
4 probably. I would have my new hire train at the store that  
5 you're gonna be working at.

6 MS. PUSATIER: Uh-hum.

7 MS. SCHERRER: And then find, like, baristas that are,  
8 like, strong in certain positions, like, that you want them to  
9 train with. Like almost like have them your mentor, those are  
10 your trainers. Like if you have a strong person on bar, have  
11 them train with that partner. And I miss the ghosting, or,  
12 like --

13 MS. RIZZO: Uh-hum.

14 MS. SCHERRER: -- not ghostings, but -- if you're  
15 (indiscernible) for instance, I had a partner shift for four  
16 hours, where I shadowed the strong bar partner, watched her for  
17 two hours, like, to see what she's doing, maybe help out a  
18 drink here and there. And then we flip the following two hours  
19 after our 10, where she could observe how I'm sequencing, am I  
20 making drinks accurately, am I making the customer connection,  
21 like, what is happening that's not functioning right. But that  
22 was for my store, like it wasn't at, like, someone else's.

23 MS. WILLIAMS: Another person's store. Were you the  
24 baris -- barista trainer in your training or --

25 MS. SCHERRER: For that scenario, I was the new hire --



1 MS. WILLIAMS: Okay.

2 MS. SCHERRER: -- at my store.

3 MS. WILLIAMS: All right. So you're talking about how  
4 your experience helped you feel more confident?

5 MS. SCHERRER: Yeah.

6 MS. WILLIAMS: Okay. Great. I just didn't hear if it was  
7 you doing the training or being trained.

8 MS. SCHERRER: So I was just like -- because it wasn't  
9 until coming back to Buffalo that I saw that happening, where  
10 new hires were going to different stores, so --

11 MR. HUANG: We've also had, like, six people training one  
12 person, like -- and not a certain --

13 (Indiscernible, simultaneous speech)

14 MR. HUANG: -- other people.

15 MS. SCHERRER: All -- like my entire first two weeks, I  
16 was supposed to train with one person, and then I trained with  
17 her my first day, and I don't think I ever saw her again.

18 MS. RIZZO: Yep.

19 MS. SCHERRER: Because I always trained with other people.

20 MS. WILLIAMS: At the same store?

21 MS. SCHERRER: Yeah.

22 (Indiscernible, simultaneous speech)

23 MS. SCHERRER: I was being pushed around to everybody, and  
24 like they were people who weren't barista trainers.

25 MR. HUANG: Uh-hum. Yeah, they're not --

1 (Indiscernible, simultaneous speech)

2 MS. RIZZO: Yeah.

3 MS. SCHERRER: Like my barista trainer (indiscernible).

4 MS. RIZZO: And then you get trained by whoever is --

5 MS. SCHERRER: Yeah, whoever's present.

6 MS. RIZZO: -- physically present. Yeah.

7 MS. SCHERRER: Yeah.

8 UNIDENTIFIED SPEAKER: I think what I can say is -- as far  
9 as becoming a barista trainer, I think that there could be more  
10 (indiscernible). I was one of the few people who started  
11 during COVID. All the stores were closed down. It was a very  
12 interesting experience for me. I had probably -- I did all my  
13 barista training at once, and then I was, like, thrown on the  
14 floor. All of our doors were closed.

15 We had a (indiscernible). It was a 45-minute wait. It  
16 was a really crazy time. But through all that craziness, I was  
17 able to learn a lot from multiple different people, because I  
18 didn't have a single person trainer, and I also was working  
19 with (indiscernible) partners who (indiscernible). But  
20 previously, I did (indiscernible) at the beginning of the year,  
21 but I wasn't a barista trainer prior to that, which I know is  
22 something you're supposed to do before, so I had to do all that  
23 training at once.

24 And I actually just trained my first time, two weeks ago,  
25 and I trained two people, one to go to (indiscernible) another

1 store, and luckily I had already worked at that store prior, so  
2 I had a lot of knowledge, so I would be, like, just so you  
3 know, this is not where you're gonna find this at your store,  
4 but, like, I (indiscernible).

5 MS. WILLIAMS: Because you worked there.

6 UNIDENTIFIED SPEAKER: Yes. So I think that was able to  
7 help set him up for success. I actually just saw him last  
8 week, he was, like, yeah, (indiscernible) tell me certain  
9 things that were different, and not really (indiscernible).  
10 But I also know that I had to do a lot of studying beforehand  
11 because I also (indiscernible) not on bar very often.

12 So I do know how to make all these drinks, but I didn't  
13 feel like I could adequately -- adequately tell them, okay,  
14 this is how you make every single drink, this how many  
15 (indiscernible) single day. I had to go on barista training  
16 online and review all that stuff (indiscernible). And so I had  
17 to, like, talk to, like, four different shifts, and baristas,  
18 and like, okay, what goes in this, what goes in this, how many  
19 goes here (indiscernible), the macchiatos, like all the  
20 favorite stuff, just trying to (indiscernible).

21 And I came to realize that everyone kept saying fake it  
22 until you make it, and I was just, like, that's great, but I  
23 don't feel like I can tell (indiscernible). I didn't feel  
24 comfortable saying that. I wanted to feel successful, and feel  
25 comfortable, and be able to (indiscernible). Because she was



1 like, this is too much, and she was upset because her next week  
2 she only had eight hours, she was, like, how am I supposed to  
3 remember all of these things in, like, one day.

4 MS. RIZZO: Yeah.

5 UNIDENTIFIED SPEAKER: And like -- so I was like -- and  
6 not only that, it was our first day of school training, so we  
7 were supposed to have practice shifts, but we were  
8 (indiscernible) for three, six-hour shifts in a row -- I mean  
9 not (indiscernible), on register. (Indiscernible) and I felt  
10 really bad because she wasn't getting the training  
11 (indiscernible) she wasn't getting the bar.

12 MS. RIZZO: Yeah.

13 UNIDENTIFIED SPEAKER: And so I had to, like, advocate to  
14 my manager and be, like, look, we (indiscernible) because it's  
15 just, like, I can't put you on bar right now, it's too busy,  
16 you know --

17 MS. RIZZO: The same thing, yeah.

18 UNIDENTIFIED SPEAKER: -- which is understandable, and I  
19 totally understand that. But she didn't get what she needed  
20 out of it. And now she's three weeks in and still has not been  
21 on bar. So like, I really feel bad for her (indiscernible).  
22 So I do think that the training can use some help, especially  
23 with online tools (indiscernible).

24 MS. WILLIAMS: Just so you know, our (indiscernible) shift  
25 supervisor training or barista training? Or both?

1 UNIDENTIFIED SPEAKER: Well, okay, so my shift training  
2 was much better than my barista training.

3 MS. WILLIAMS: Okay.

4 UNIDENTIFIED SPEAKER: And I'll just stay on the shift the  
5 whole time, so on my experience, on that, my shift training was  
6 fine, I don't really know (indiscernible).

7 MS. RIZZO: Mine was not.

8 (Indiscernible, simultaneous speech)

9 MS. WILLIAMS: Was it the content of the training, or was  
10 it the amount of time (indiscernible)?

11 UNIDENTIFIED SPEAKER: Well, there was not enough content,  
12 I didn't have enough to give to my barista, I had to reach out  
13 to other store managers, since I -- I was training someone from  
14 (indiscernible), and she actually had her orientation  
15 (indiscernible), like little cheat sheets and all that, and I  
16 didn't (indiscernible) trainers, I kinda felt bad, because I  
17 didn't have the tools, and then we did.

18 And so I reached out to her (indiscernible). But it's  
19 just, I don't know, I just felt really bad, because one was  
20 getting more, and the other one wasn't, and I was just trying  
21 to, like, make up that difference, but I didn't have the tools  
22 that I needed to do it.

23 MS. WILLIAMS: And the reason I was asking, is because we  
24 heard yesterday, it was the number of hours, that people need  
25 more, especially more practice hours as baristas.

1 UNIDENTIFIED SPEAKER: I would say you're probably right  
2 there, because (indiscernible) like why is it only four hours,  
3 it should be, like, full eight hours, to continue, to keep  
4 trying all this. And so it was, (indiscernible).

5 MS. WILLIAMS: Right. So -- so -- so we heard that  
6 yesterday, so I just wanted to know if I was hearing something  
7 different today, which was the content. And if the shift  
8 supervisor content sounds good, but I did want to let you know  
9 that we are completely revamping barista, um, barista training  
10 right now.

11 UNIDENTIFIED SPEAKER: Okay.

12 MS. WILLIAMS: They've been -- I think they've been in  
13 design -- has it been six months? Something like that, six  
14 months already.

15 UNIDENTIFIED SPEAKER: Okay.

16 MS. WILLIAMS: And it's gonna be -- it's gonna be a lot  
17 better because what we have now is very outdated.

18 UNIDENTIFIED SPEAKER: I was gonna say, I would be, like,  
19 oh, they taught me this, and I'm like --

20 MS. WILLIAMS: We don't do that anymore.

21 UNIDENTIFIED SPEAKER: -- we don't do that anymore. And  
22 she's like, well, why did they show me that. And I was like,  
23 I'm not really sure, just forget it  
24 (Indiscernible, simultaneous speech).

25 MR. HUANG: Confusions.

1 MS. WILLIAMS: So barista training that we're -- that the  
2 team is working on right now, with baristas, which is great  
3 because the baristas are helping us design it; are gonna be  
4 more modular. So when a module changes, we can just change out  
5 that module versus having to change the whole program.

6 UNIDENTIFIED SPEAKER: Yeah.

7 MS. WILLIAMS: And so that will be some -- that will be  
8 done sometime this year.

9 UNIDENTIFIED SPEAKER: Okay.

10 MS. WILLIAMS: I don't know when, because it seems like  
11 it -- it always changes, like a lot of information --

12 UNIDENTIFIED SPEAKER: That's fine.

13 MS. WILLIAMS: -- in, and we have to add it.

14 UNIDENTIFIED SPEAKER: Yeah.

15 MS. WILLIAMS: But we do know it's -- and there's part of  
16 it, because I just went through the barista training last  
17 month, just to see how updated it was, and I was actually  
18 pretty surprised myself.

19 UNIDENTIFIED SPEAKER: Yeah.

20 MS. WILLIAMS: So that's on the way.

21 UNIDENTIFIED SPEAKER: Right. But also the training  
22 that -- to become a barista trainer, the information --

23 MS. WILLIAMS: Yeah, yeah, yeah.

24 UNIDENTIFIED SPEAKER: -- that the trainers  
25 (indiscernible), I think also needs a lot more information.

1 MS. RIZZO: I agree. I had to redo it recently because I  
2 was training a partner for the first time in a few years, and I  
3 was, like, wow, this is exactly the same as when I did it in  
4 2016, nothing's changed. And then, like, the partner I  
5 trained, I had a really similar experience that you did, where  
6 even outside -- after her training was done, she was supposed  
7 to do practice shifts --

8 UNIDENTIFIED SPEAKER: Um-hum.

9 MS. RIZZO: -- but there wasn't a 10-year partner  
10 scheduled along with her for the practice shifts. So her  
11 practice shifts were her standing on front register, all day,  
12 every day, for two weeks. And then her practice shifts were  
13 over, and she forgot everything, because it had been two and a  
14 half, three weeks --

15 MS. WILLIAMS: Two weeks.

16 MS. RIZZO: -- before she touched anything.

17 UNIDENTIFIED SPEAKER: Yeah.

18 MS. RIZZO: And she almost quit. I had to convince her  
19 not to quit. She's like, well why am I -- what's the point.  
20 And I was -- and she was amazing, and I was so sad because I  
21 worked so hard training her.

22 UNIDENTIFIED SPEAKER: I know.

23 MS. RIZZO: She went to opens and worked 10 opens, and in  
24 the 10 opens, eight hours she worked, she didn't do anything  
25 except for front register the entire time.

1 UNIDENTIFIED SPEAKER: Yeah.

2 MS. RIZZO: And it wasn't for the fault of the supervisors  
3 that were working, because they're trying to run a four --  
4 four-man play for peak, what are they supposed to do with a new  
5 partner --

6 UNIDENTIFIED SPEAKER: Right.

7 MS. RIZZO: -- when two of the other partners on the floor  
8 are also brand new? They just started a month ago, you know?

9 UNIDENTIFIED SPEAKER: Right, right.

10 MS. RIZZO: It's just -- it's between, like, a rock and a  
11 hard place. And I -- I do agree with you that, like, it's sad,  
12 like, as a trainer, when you feel like you're not giving  
13 someone the best experience, that you might be able to provide.  
14 It's hard.

15 UNIDENTIFIED SPEAKER: And I always have to, like, stress  
16 (indiscernible) six months to be a really good barista. I'm  
17 like --

18 MS. RIZZO: I don't think it should.

19 MR. HUANG: Yeah.

20 UNIDENTIFIED SPEAKER: And I -- I --

21 MS. RIZZO: That's my opinion.

22 UNIDENTIFIED SPEAKER: -- I don't think it should take a  
23 full six months.

24 MS. RIZZO: I think if there's more investment in it, more  
25 investment in -- in the actual content of the training, which

1 it's great to hear that it's being revamped because it's  
2 overdue. I think there needs to also be more investment in  
3 the -- the amount of money we're spending on the -- the  
4 training itself. Like I don't think the amount of time that  
5 people are given right now is sufficient to know the positions.

6 MR. HUANG: Uh-hum.

7 MS. RIZZO: Or there should be now an expectation of  
8 actually being competent when you're done with your training.

9 UNIDENTIFIED SPEAKER: Yeah.

10 MS. RIZZO: Like you should be scheduled as solely extra  
11 coverage for at least a month, in my opinion. Like not --

12 UNIDENTIFIED SPEAKER: Yeah.

13 MS. RIZZO: -- considered to be on the floor, or to be  
14 covering a position. There's no green bean I know of that is  
15 ready to cover bar, or solo drive, in their first month. It's  
16 just not --

17 UNIDENTIFIED SPEAKER: I solo drive, and I always cry --

18 MS. RIZZO: Right.

19 UNIDENTIFIED SPEAKER: (Indiscernible).

20 MS. RIZZO: But how did it feel?

21 UNIDENTIFIED SPEAKER: Awful.

22 MS. RIZZO: Yeah.

23 UNIDENTIFIED SPEAKER: It feels horrendous. And I've  
24 worked in the service industry for a long time, so I'm familiar  
25 with how it works (indiscernible). But I've -- I have solo

1 drive-thru -- I'm sole drive-thru every time I'm  
2 (indiscernible). And then we also have (indiscernible), who --  
3 I was working with her either yesterday, or the day before, and  
4 she was just getting her bar training. So she's been there  
5 almost -- probably like -- she's probably been there at least  
6 two, three months, and she was just getting her bar training.  
7 She's been on DTO every single time I've seen her other than  
8 that, and I can tell that it's really, like, hurting her that  
9 people don't, like, believe in her. Because she is good, like  
10 I was working a little bit around her, and she was -- she was  
11 doing a good job.

12 MS. RIZZO: I like -- I waited once for my store manager  
13 to go on vacation, and then while he was on vacation, I got  
14 barista trainers from other stores to come work at my store,  
15 and train my partners for me, because their training wasn't  
16 adequate, and they were suffering so bad. So I just, like,  
17 well, he's out of town, I'm the proxy, I'm gonna bring trainers  
18 in. And so I brought trainers in, and I trained all my  
19 baristas.

20 UNIDENTIFIED SPEAKER 2: I had to train somebody a couple  
21 of weeks ago, and my manager, she talked to me afterwards, and  
22 it (indiscernible), because the day I was supposed train my  
23 barista she -- and there was just no way to do it. We had a  
24 34-drink order, and we only had like, I think, two other people  
25 working (indiscernible). So I hopped on to help, and I had



1 her, like, move the cards, read over (indiscernible).

2 Afterwards, my manager said, why did you do that, you shouldn't  
3 have done that. Don't help them. No matter what, focus on  
4 your training. I said, well, what could I have done, she  
5 couldn't make literally -- she said take everything she needs,  
6 and put it over on the table, and have her practice making  
7 drinks there. I'm like, what do you mean?

8 MS. RIZZO: Yeah.

9 UNIDENTIFIED SPEAKER 2: How do I -- I can't do that.

10 MR. HUANG: Two things.

11 UNIDENTIFIED SPEAKER 2: So --

12 MR. HUANG: Oh, sorry, sorry.

13 UNIDENTIFIED SPEAKER 2: Oh no. And I was just gonna  
14 (Indiscernible) all these things are reasons why, as much as I  
15 love the job, and as much as I love the responsibility of being  
16 a manager (indiscernible) store, being in corporate, now I  
17 don't wanna make drinks. Seeing how stressed all the shifts  
18 are (indiscernible) two years ago, I -- I don't wanna do that.  
19 (Indiscernible, simultaneous speech)

20 UNIDENTIFIED SPEAKER 2: I don't want to do it right now.  
21 I feel like (indiscernible).

22 MS. RIZZO: That hurts my heart.

23 MR. HUANG: Yeah. It's -- shift can be really rewarding,  
24 but you -- but -- yeah. So two things. One of them is, I  
25 currently have a partner now who's been, like, th -- her third

1 day, and she's already having a practice shift, but she doesn't  
2 know the register to take orders, so she's only doing  
3 transactions on the window, the whole eight hours she's there.  
4 So I don't know how we can do that too. Two, what worked  
5 really well for me as a barista trainer, was when we all shut  
6 down. I know some stores are closed early now. We actually  
7 went into those -- into the stores, and I trained people  
8 individually.

9 MS. RIZZO: Oh, we're doing that next week at our store.

10 MR. HUANG: Awesome.

11 MS. RIZZO: We're staying late, closing early and staying  
12 late to train --

13 MR. HUANG: Right.

14 MS. RIZZO: -- six new partners for the district.

15 MR. HUANG: That worked really well for me. I was able to  
16 connect one on one. I think I trained (indiscernible), I'm not  
17 sure, I think they go by a different name now. But --

18 MS. WILLIAMS: I'm sorry, I didn't hear that.

19 MR. HUANG: I'm trained someone at NFB, and they were  
20 great. Like --

21 MS. WILLIAMS: Oh, okay.

22 MR. HUANG: -- they learned really well; they were really  
23 efficient. I -- to my knowledge, from what I was told, they  
24 like -- they're kicking ass over there right now. Like they're  
25 kicking asses in their position. But I was able to connect

1 with them, learn about their learning styles. If they wanted  
2 to move on with the company, or if they were having other  
3 career goals, we were able to find transferable skills within  
4 their position.

5 MS. WILLIAMS: Awesome.

6 MR. HUANG: It's that connection you make directly, but if  
7 you're mixing six other people in the training, it takes away  
8 from that, like, that humanity and learning.

9 MS. RIZZO: Uh-hum.

10 MR. HUANG: But that worked really well for me. But I  
11 don't know how six partners are gonna be working with how many  
12 trainers?

13 MS. RIZZO: Two.

14 MS. WILLIAMS: Yeah. So I -- I hear -- we heard this  
15 yesterday, as well, and we've heard it today. The -- the  
16 staffing goals in this area, in both districts, and I -- and  
17 this is also other areas of the country.

18 MR. HUANG: Uh-hum.

19 MS. WILLIAMS: The -- the May, June, July kind of lift,  
20 well, it's actually April, May, June lift, and then July and  
21 August kind of settle down, and then we got back into  
22 September, and fall, and school. So there are, in fact, areas  
23 of the country, like this area, that have pretty significant  
24 staffing challenges, which means that when you don't have  
25 enough people in your store, all these types of experiences,

1       that you guys are sharing, happens.

2               And then it keeps getting worse and worse because you  
3       don't have enough people. And then you go hire people, because  
4       we added 36 recruiters back in May, across the country, so  
5       we're seeing a significant increase in business, we gotta  
6       really ramp up hiring. But then what happens is when you get a  
7       lot of new partners in your store, and they're not trained, and  
8       they've only been there 30 days, or 60 days, and they haven't  
9       been -- received all the training the way that you would like  
10      to, or the way that you would like to, then they're on the  
11      floor, and they don't know what to do.

12             And it's very -- it creates a lot of emotion and anxiety.  
13      So the -- the plan that the team has locally, and that they're  
14      working on, including closing stores early, is that we have to  
15      get enough people hired per store. And every person that's  
16      hired per store has to be trained and feel confident working  
17      shifts. That's the only way that all of this, I don't feel  
18      like I have enough, I don't have enough time, it's two people  
19      here, somebody's in the back room crying, that is the most  
20      tragic outcome of being this short-staffed.

21             So I just wanna make sure that -- I mean, I hear you loud  
22      and clear. Deanna and I were talking about it this morning.  
23      It's heartbreaking to hear the experience that you guys are  
24      having because of the staffing situation. So the only thing we  
25      know what to do is, to keep executing and get the plan that you

1 guys have in place, get more people hired, do it in a way where  
2 everybody has a good experience. It may have to be that they  
3 get hired in a central store until we can get staff. I mean  
4 I -- I'm with you.

5 I think being trained in the store that you're gonna work  
6 in, is always the best way forward because you get to learn the  
7 people, and you get to learn the customers, and you get to  
8 learn where you put things in the back room, where supplies are  
9 because every store is different. But it may -- it may, in  
10 fact, be that part of the plan to get this -- this area, and  
11 other areas like this area of the country, to get you guys  
12 staffed to the levels you need, we may have to be very  
13 creative.

14 And we are learning that with our partner resources  
15 professionals, we're learning that with our store managers that  
16 have good ideas. We certainly are learning that with our store  
17 managers that have good ideas. We certainly are learning from  
18 you guys today on things that you're doing, that are helping.  
19 So I appreciate all the ideas, but I just wanna make sure that  
20 you all understand, the staffing challenges you guys are facing  
21 are not acceptable. That's not a Starbucks standard. It's not  
22 a Starbucks standard anywhere in the country.

23 And when we get ourselves into a situation like this, we  
24 have to take actions to say, how do we get this area staffed  
25 back up. And the good news is, is that we can learn from the

1 other areas of the country, not all areas because there's lots  
2 of areas that are plenty staffed. But in some areas of the  
3 country, we are experiencing these kinds of levels, and it just  
4 doesn't create great partner experiences you guys all share.  
5 So I just wanna make sure you guys here know that we hear you,  
6 and the plans that we have in place.

7 I have a lot of confidence in, but it -- it's never gonna  
8 get better until we get enough people working on a shift, and  
9 you guys feel like you have enough people working that are  
10 trained, and feel confident coming to work, so that you guys  
11 can have a partner experience that you said you would come to  
12 work every day for, right? So we -- we've got to get ourselves  
13 back into a position where every store has the right number of  
14 partners that love coming to work every day so we can have the  
15 best partner experience we can.

16 MS. RIZZO: Can we -- can anyone speak at all to the  
17 pressure to not allow us to close a channel of business, if we  
18 don't have adequate staffing to perform those channels of  
19 business? Because according to my manager, it's -- it's way  
20 above his head, and I don't know --

21 MR. HUANG: And it's been more recent (indiscernible).

22 MS. RIZZO: And it's more recent. This is a development.  
23 Like --

24 UNIDENTIFIED SPEAKER: Mobile orders are killing us.

25 MS. RIZZO: Yeah, absolutely. At this point, we cannot



1 turn off mobile orders --

2 UNIDENTIFIED SPEAKER: Yeah.

3 MS. RIZZO: -- we cannot close the lobby, and just do  
4 drive-thru if we have two people in the store.

5 UNIDENTIFIED SPEAKER: And (indiscernible).

6 MS. RIZZO: Yeah. It's very frustrating for our customers  
7 as well.

8 UNIDENTIFIED SPEAKER: (Indiscernible).

9 MS. WILLIAMS: Oh, okay.

10 (Indiscernible, simultaneous speech)

11 MS. RIZZO: So the pressure to -- that we aren't allowed  
12 to do so anymore, is obviously coming from somewhere. Can  
13 anyone speak to where that comes from, or why that's not an  
14 option?

15 MS. PUSATIER: Well, first I'll say -- this didn't come up  
16 yesterday, so thanks for letting us know. This is -- this is  
17 good. So I don't -- I don't know all the answers yet. Here's  
18 what I can share with you, that I did share yesterday, as well.  
19 It's a lot of times, when we shut down a channel, and actually,  
20 like, send all of that business to someone else, and sometimes  
21 a different store.

22 And so I'm sure you've all been in a situation where all  
23 of a sudden you got this enormous influx, and it didn't make  
24 sense, and it's something that never happened at that time of  
25 day, and there's -- it could be that another store shut off a

1 channel. And so what we're also trying to do is make sure, you  
2 know, to -- like to Rossan's other point, you know, if you guys  
3 have to get creative, and we're looking at areas across the  
4 country, and those ways that we can make sure that we're  
5 staffed enough, because what we don't wanna do, is have any  
6 unintended consequences of, like, I shut down my store.

7 And Emily is my store down the street, and all of a  
8 sudden, she was staffed appropriately for the business that she  
9 was gonna have, but now she's tripled the business because we  
10 shut down. So it's really about us looking at, not just the  
11 consistent customer experience, but actually the partner  
12 experience, is -- is the reason that we are hesitant to do  
13 that. So in terms of what you've been told, or where that came  
14 from, I -- I don't have all those answers. I've been  
15 (indiscernible) for a couple weeks, so --

16 MS. RIZZO: I understand. Yeah.

17 MS. PUSATIER: -- I -- I can look into that, but I also  
18 think, you know, in my last market, this was a -- a topic that  
19 came up a lot, where all of a sudden the drive-thru that would  
20 be very busy would be unfairly busy for no reason whatsoever.  
21 And then that was actually harder for them to staff as well  
22 because then they couldn't predict it. After all, they didn't  
23 know what was gonna happen down the street. So they would be,  
24 like, triple the business one day, and half the business the  
25 next day. And -- and so then everybody was really, really



1 stretched in that situation. So

2 (Indiscernible, simultaneous speech)

3 UNIDENTIFIED SPEAKER: And I remember it being really  
4 rough because Sheridan Bailey was drive-thru only and kept  
5 getting closed down by the police because the drive-thru line  
6 was over a mile long, it was blocking traffic.

7 MS. RIZZO: I remember that.

8 (Indiscernible, simultaneous speech)

9 MR. HUANG: Yeah, we were there too. Yeah, we were open.

10 UNIDENTIFIED SPEAKER: Everybody would come to --  
11 (indiscernible) people driving an hour, an hour and a half  
12 away, just to get their Starbucks (indiscernible). And one  
13 thing that we ended up having to do, because we were mobile  
14 order only, and we were getting 15 minutes behind, and we have  
15 a parking lot full of people (indiscernible) a crowd of people,  
16 and we couldn't really (indiscernible).

17 And one thing that we ended up doing there was we would  
18 turn our mobile orders off for 30, and on for 30, off for 30,  
19 on for 30. And I don't know if that would be something that  
20 (indiscernible) sister stores, and like if they're all getting  
21 (indiscernible), one's on for 30, one's off, one's on, when  
22 they're all still, like, staying on, but, like, I don't know,  
23 just -- just a thought.

24 MS. WILLIAMS: No, that's

25 (Indiscernible, simultaneous speech)

1 MS. PUSATIER: And as a (indiscernible), we wanna make  
2 sure that all of our stores, everywhere, feel staffed all the  
3 time, so we don't have to make those kinds of tough decisions  
4 that might impact the others in a way that we don't want.

5 MS. RIZZO: It's kind of like picking which way you wanna  
6 disappoint your customers. Like do you wanna disappoint them  
7 because they can't come in and order or do you wanna disappoint  
8 them because they have to wait in line for 45 minutes for a  
9 coffee.

10 UNIDENTIFIED SPEAKER: (Indiscernible).

11 MS. RIZZO: And -- and -- right, exactly. In a perfect  
12 world --

13 MS. PUSATIER: We don't know.

14 MS. RIZZO: -- this doesn't happen at all, and everyone's  
15 happy. Because like we love our stores so much. Like I can  
16 speak to everyone here, and I guarantee that you all say the  
17 same thing, we love our stores, our partners, our regulars, and  
18 we don't feel good about the experience that they've been  
19 having. Like -- like what we just witnessed out there, before  
20 the meeting, like, that -- that happens in all of our stores,  
21 in this district, every single day, over, and over, and over.  
22 We don't like it, it doesn't feel good, and I'm just thinking  
23 about the customers that you weren't there to give a -- a gift  
24 card to, to make up for their experience. Like for every one  
25 person that you were there to catch, and that's wonderful, and

1     probably made their day, there's 99 more that we aren't  
2     catching, that are leaving disappointed and upset. That's what  
3     breaks my heart about this whole situation. And I think, like,  
4     it's finally reached a point where we no longer know how to get  
5     creative to solve these problems in our stores, because we've  
6     exhausted all of our options.

7             UNIDENTIFIED SPEAKER: I feel like we don't even have the  
8     time to think about these things --

9             MS. RIZZO: No, we don't. We're so busy, I can't even sit  
10    down and like look at my DCR, and be like, what can I do to  
11    make this better?

12            UNIDENTIFIED SPEAKER: I don't think I had, like, a single  
13    thought the entire time I'm working.

14            MS. RIZZO: Head empty.

15            UNIDENTIFIED SPEAKER: It's -- it's -- yeah, head empty,  
16    entirely. I'm just kind of on autopilot.

17            MR. HUANG: Uh-hum.

18            UNIDENTIFIED SPEAKER: And that's not how it should be. I  
19    love -- one of the things I love about working in coffee is  
20    that coffee is so ritualistic for everybody. So, like, you can  
21    talk to people about, like, anything that, they're favorite  
22    drink --

23            MS. RIZZO: Uh-hum.

24            UNIDENTIFIED SPEAKER: -- and you give it to them, and  
25    you're really talking to them, and ideally, you want it slow --

1 I would love to be able to talk to a customer while I'm  
2 working.

3 MS. RIZZO: I agree.

4 UNIDENTIFIED SPEAKER: But I'm not having that chance to,  
5 and I feel like I'm not important.

6 MS. RIZZO: Uh-hum.

7 MS. TALLCHIEF: And so (indiscernible) by this, is like I  
8 feel like I'm just a machine pumping out drinks, and I just --

9 UNIDENTIFIED SPEAKER: Exactly.

10 MS. RIZZO: Yeah.

11 (Indiscernible, simultaneous speech)

12 UNIDENTIFIED SPEAKER: I -- I hate feeling like a number.  
13 I'm (indiscernible) person.

14

15 UNIDENTIFIED SPEAKER 2: And that's why --

16 MS. RIZZO: We are people.

17 UNIDENTIFIED SPEAKER: Exactly.

18 MR. HUANG: Uh-hum.

19 MS. RIZZO: Don't forget that.

20 UNIDENTIFIED SPEAKER: So I think, kind of the same, not  
21 having a connection (indiscernible) I think, especially a lot  
22 now, personally, with the big influx of business  
23 (indiscernible), and I almost feel like that should be a  
24 permanent position, especially now that we have  
25 (indiscernible).

1 MS. WILLIAMS: Weekend.

2 UNIDENTIFIED SPEAKER: Yes. If we -- so at my store, we  
3 started it last Monday, we have not been able to  
4 (indiscernible) tool. I've been called in every single day  
5 early, I've been called in on my days, like, off these last two  
6 weeks, because we don't have the staff we need, and our  
7 business has gone up since school started, which was expected  
8 (indiscernible). And so I do feel like that should be a  
9 position that's permanent. That way we can make sure we are  
10 making that connection all of the time because you aren't  
11 having to shut down (indiscernible) the customer, I think that  
12 was (Indiscernible).

13 MS. WILLIAMS: And where (indiscernible), is it  
14 (indiscernible). On the outside of the (indiscernible).

15 UNIDENTIFIED SPEAKER: It -- it can be, I (indiscernible)  
16 I think (indiscernible) have to make a little bit  
17 (indiscernible) --

18 MS. WILLIAMS: Depending on people --

19 UNIDENTIFIED SPEAKER: -- outside of the --  
20 (Indiscernible, simultaneous speech)

21 UNIDENTIFIED SPEAKER: -- because they can also do cold  
22 brews, and  
23 (Indiscernible, simultaneous speech)

24 UNIDENTIFIED SPEAKER: So I think it really depends on  
25 each store, and how their (indiscernible) I do think that that



1 should be a permanent position that we should always have.

2 MS. WILLIAMS: I agree. Every store I see that does it, I  
3 think it makes it easier on whoever's running the screen, so  
4 they're not constantly looking up when somebody asks, is my  
5 mobile order (indiscernible) ready.

6 UNIDENTIFIED SPEAKER: Right. And then we have to step  
7 away, we have to --

8 MS. WILLIAMS: And you have to step away, yeah.

9 UNIDENTIFIED SPEAKER: -- sequences, your shots are  
10 expiring, you have search --

11 MS. WILLIAMS: Yep.

12 UNIDENTIFIED SPEAKER: -- for (indiscernible) it does get  
13 a little -- especially for like (indiscernible) -- especially  
14 at UB (indiscernible) people don't always (indiscernible). And  
15 it got to a point where we had to, like, make people wait in  
16 line for water, because we don't have anyone who can do that.

17 MS. RIZZO: My DM used to come do that position, at my old  
18 store in Naples, Florida.

19 (Indiscernible, simultaneous speech)

20 MS. RIZZO: During event days.

21 (Indiscernible, simultaneous speech)

22 MS. WILLIAMS: I missed the first part of your conversation.  
23 What were you saying?

24 UNIDENTIFIED SPEAKER: Oh, just, like, (indiscernible) is,  
25 like, having this, like, extra (indiscernible), but we don't

1 have anything to do with it. (Indiscernible). We can't -- we  
2 can't even, like, (indiscernible).

3 MS. WILLIAMS: So how many times a week do you typi --  
4 typically get to use an ambassador role, or do you not?

5 UNIDENTIFIED SPEAKER: We don't usually.

6 MS. WILLIAMS: Okay.

7 UNIDENTIFIED SPEAKER: Lately, because we're so busy  
8 training people for other stores because, like,  
9 (Indiscernible, simultaneous speech).

10 MS. WILLIAMS: And how many times a week do you guys get to use  
11 the ambassador position?

12 MS. SCHERRER: Zero, recently.

13 MS. WILLIAMS: Okay. And --

14 MS. SCHERRER: We don't haven't enough people.

15 MS. WILLIAMS: The last couple of weeks because of  
16 business. Yeah.

17 MS. SCHERRER: Yeah. (Indiscernible) keep an eye on the  
18 lobby, making sure the tables are staying clean, making sure if  
19 people are dropping things (indiscernible) in the last, like,  
20 four days, and like we have so many people in our lobby, it's,  
21 like --

22 (Indiscernible, simultaneous speech)

23 MS. SCHERRER: And it's also tough, because  
24 (indiscernible) allowed to be out yet, so we are still -- I see  
25 some stores who have their straws out, and all that stuff, our

1 store we still don't, I don't (indiscernible). I have to stop  
2 and grab all the straws, and then turn around and like, get  
3 sugar, stir sticks, and stuff like that (Indiscernible) --

4 MS. WILLIAMS: As extra.

5 MS. SCHERRER: Having an (Indiscernible) ambassador who  
6 would take care of all those extra issues (indiscernible).

7 MS. WILLIAMS: I like it. That's a great idea.

8 MR. HUANG: We have to vouch to get one for happy hour.  
9 Like we didn't have one at all, and then it was just -- the  
10 line went out the door, COVID procedures weren't being followed  
11 at that point, I think -- I had to tell people to wait outside  
12 a couple of times. And we finally was able to get one after,  
13 like, a couple months in, and then they (indiscernible) happy  
14 hour. But I know the heavy cafés stores have being do that  
15 (Indiscernible) because they're --

16 MS. WILLIAMS: Does it work in your store too?

17 MR. HUANG: They would, but we were currently supposed to  
18 have now the handheld, we're supposed to do that if there's  
19 more than nine people, but we don't have -- like even if we  
20 have a ninth person, we need them, probably, for every other  
21 thing too, especially for front. But if we do, if we were to  
22 have one, we can use them for (indiscernible) we can use them  
23 to organize drinks, we can have them talk to customers, do more  
24 store (indiscernible). There would be a lot more  
25 (indiscernible) connecting, and (indiscernible) too. So like,



1 it would probably be a lot more efficient with the flow of  
2 business.

3 MS. PUSATIER: All right, so --

4 MS. WILLIAMS: Thank you.

5 MS. PUSATIER: -- finally we are winding down our  
6 (indiscernible).

7 MS. WILLIAMS: What?

8 MS. PUSATIER: I -- I know. It went by fast.  
9 (Indiscernible, simultaneous speech)

10 MS. PUSATIER: So -- so I just wanna, you know, see  
11 anyone -- a couple of you have been in here (indiscernible) and  
12 I just wanna make sure, like, anything on your mind that we  
13 didn't get to today?

14 MS. SCHERRER: I think, like, my biggest issue is just,  
15 like, the shortages we've had lately, with the (indiscernible).  
16 Because I know, like, my store, we haven't had, like, regular  
17 caramel drizzle probably for like months now.  
18 (Indiscernible, simultaneous speech)

19 MS. RIZZO: I order extra.  
20 (Indiscernible, simultaneous speech)

21 MS. TALLCHIEF: So we've been using, like, the dark  
22 caramel, and we've had, like, a bunch  
23 customers(indiscernible) --

24 MS. RIZZO: If you need a case call Genesee, I got you.

25 MS. TALLCHIEF: Huh?

1 MS. SCHERRER: If you guys want a case of caramel drizzle,  
2 call Genesee on Tuesday.

3 (Indiscernible, simultaneous speech)

4 MS. WILLIAMS: That was nice, thank you.

5 MS. RIZZO: I ordered extra. I'll give you a case. It  
6 didn't limit me for once, I was, like --

7 (Indiscernible, simultaneous speech)

8 MS. TALLCHIEF: Yeah, it's hard, because it'll be, like,  
9 12:00, 1:00, and we're already out of, like, most of our  
10 breakfast sandwiches, we're out of, like, half the pastries,  
11 and we're just trying to like communicate that with customers,  
12 it's hard because, like, sometimes they're understanding,  
13 sometimes they're not, and (indiscernible) straws, and  
14 (indiscernible).

15 MS. RIZZO: I agree.

16 MS. PUSATIER: I definitely hear you. That is definitely  
17 something we're working on. I'm sure you all know this is  
18 something that's affecting every industry. We've all had  
19 (Indiscernible) going in grocery stores, or wherever, we're --  
20 we're out of everything, but it doesn't change the fact that  
21 (Indiscernible) every single day. And -- and what I would say  
22 is, just making sure -- I know -- I know it's tough, I -- I --  
23 I know, what I'm saying could (indiscernible) my customers, but  
24 you also have the opportunity to just, you know, just like we  
25 did earlier, just, like, making a customer's day. And I know

1 that might feel weird because you're facing a lot, but how  
2 lucky that we get to work for a company that we get to just do  
3 that, right?

4 So we're working on it, there's a (Indiscernible) I -- I  
5 don't even wanna, you know, like, I can explain it, why  
6 (indiscernible) and you can kind of go over all the stuff, but  
7 at the end of the day, like, I -- I -- I do it's tough. So I  
8 appreciate you (indiscernible).

9 Anything you wanna add?

10 MR. JON: I mean my biggest issue with the store, is that  
11 (Indiscernible). Our  
12 (Indiscernible, simultaneous speech)

13 MR. JON: Me personally, as an employee, I love every  
14 (indiscernible). And I love my coworkers, I've made many new  
15 friends (indiscernible). So it's just the (indiscernible).

16 UNIDENTIFIED SPEAKER: Yeah, the care that Starbucks has  
17 for its partners is actually -- it's (indiscernible), like I  
18 always worked at places where, like, we can't (indiscernible).  
19 Like I've only been -- I've only been at my job for a few  
20 weeks, and I feel seen, and cared for, like, by shifts, my  
21 store manager, by, like, whoever. Like I actually -- I'm  
22 represented by Starbucks (indiscernible).

23 MR. HUANG: I -- I do want to bring one thing up, and it's  
24 been a few years now. And I think, specifically, the partners  
25 of color, I don't think we're getting a lot of support, only

1 because less than 1 percent of our ASM and store managers are  
2 people of color. And especially with -- and I spoke to my old  
3 ASM about this, and with a lot of (indiscernible) and black  
4 lives matter, it's really hard on us to be able to watch the  
5 news, see someone who looks like our family member getting  
6 attacked, and then going to our store (indiscernible) COVID,  
7 and we have to -- and we're (indiscernible) connections.

8 And I think a lot of it comes -- past -- comes directly  
9 from (indiscernible) to have that perspective and relation, and  
10 especially even with (indiscernible) assistant store manager,  
11 or store manager, and who looks like us, it's hard at times to  
12 move up in the company. That was the huge thing that happened  
13 within Starbucks a couple of weeks ago, where they mentioned  
14 about challenges to be promoted. I think within our district,  
15 like in Buffalo, it's -- it's become especially rough. Because  
16 I've spoken to a lot of partners of color about this, and they  
17 have never been spoken to about how they're feeling, how  
18 they're doing, how their emotional state is when they're  
19 working on the floor.

20 And even asking once would probably be -- be -- be a good  
21 sense of relief. I have had personal experiences. I had a  
22 couple of (indiscernible) in my store. I had -- other partners  
23 too, (indiscernible) I spoke to my manager about it. I think I  
24 was kinda too in shock to, like, (indiscernible) report or  
25 anything like that. But there wasn't a lot of -- there wasn't

1 a lot of support in the manner where we should be supporting.  
2 So a person of color (indiscernible) like this, because the  
3 sense of power is typically taken from you. And it's -- it is  
4 (indiscernible) most of the partners I've spoken to who have  
5 similar incidents, especially this past year. And I did wanna  
6 bring it up because there are higher-up people here. And this  
7 is -- would be the right (indiscernible) assistant store  
8 managers, and store managers (indiscernible) support, and they  
9 can't because they don't look like us.

10 MS. PUSATIER: I -- I -- I really -- I (indiscernible).  
11 So it means a lot to hear that, and I really appreciate it, and  
12 you're -- you're right. We -- we can -- we can do better as a  
13 company.

14 I have a -- I have a question. Do you all have partner  
15 networks, do you all know about partner networks here?

16 MS. RIZZO: Uh-hum.

17 MS. PUSATIER: Some people, okay. Anybody a part of  
18 partner networks? It's okay.

19 (Indiscernible, simultaneous speech)

20 MS. PUSATIER: Whatever the answer is, it's okay.

21 MS. RIZZO: I -- I was, like before COVID, involved in,  
22 like, the women's development network --

23 MS. PUSATIER: Okay.

24 MS. RIZZO: -- but not so much since COVID.

25 MS. PUSATIER: Okay.

1 MS. RIZZO: Yeah.

2 MS. CIOFFI: Can I just share when we're done here, or  
3 when we kinda close, I have a QR code, and I'm happy to,  
4 whether it's in here, or at the table here, talk more about  
5 partner networks, and get you all connected on your phones with  
6 the QR code. I have a sticker right on my computer, and some I  
7 can share with you too, so you can bring it back to your  
8 stores.

9 MS. RIZZO: Cool.

10 MS. PUSATIER: All right. Because I think it's just  
11 important, like you were saying, is something that we do is  
12 (indiscernible) is we have this QR code that we circulate, and  
13 so we (indiscernible) partner networks, and -- and partners can  
14 sign up for these things. And I think it's really important  
15 that we have a sense of community for all of our partners, and  
16 every single partner at Starbucks feels included.

17 And it takes, you know, partners sharing their experiences  
18 for us to do better. I know for me, in my early years of  
19 leadership, it was really important for me (indiscernible)  
20 leaders, and that meant everything to me, and actually  
21 (indiscernible) in a really profound way. So it's partners  
22 like yourself that are strong enough to kind of make those  
23 comments, that -- that we can grow from, so --

24 MR. HUANG: And -- and

25 (Indiscernible, simultaneous speech)

1 MS. PUSATIER: Lots of space for learning.

2 MR. HUANG: A company (indiscernible) diversity and  
3 equity, it was just hard for me to see that it wasn't welcomed  
4 in the environment. Like I -- I understand --

5 MS. PUSATIER: Yeah.

6 MR. HUANG: -- the mission but bringing a lot of partners  
7 of color (indiscernible) they don't feel supported  
8 (indiscernible) that I realized (indiscernible). And I did  
9 wanna like bring it up to you guys, because you guys --

10 MS. PUSATIER: Thank you.

11 MR. HUANG: -- have actual changes -- can do actual  
12 changes.

13 MS. RIZZO: Thank you for saying that.

14 MS. PUSATIER: We're -- we're just about at time. So I  
15 just wanna thank you all of you. I really appreciate that  
16 everybody shared something today. So each one of your voices  
17 is really important to all of us here. I know that nobody  
18 (indiscernible) market, but we'll see each other soon. I just  
19 want you to know how much I appreciate and value you in taking  
20 the time to show up today, and to use your voice because that's  
21 what this is about, and that's what (Indiscernible). Well, it  
22 is about for us, because we get together with Starbucks  
23 partners, so.

24 (Indiscernible, simultaneous speech)

25 MS. WILLIAMS: I can just ditto that. I -- I -- we have



1 heard some very, very consistent themes over the last couple  
2 days, and actually, more than we have talking to partners in  
3 stores.

4 I think we left here at 9:00 last night, or something like  
5 that, talking with partners, and customers last night. And I  
6 also want you all to understand that the experience that you  
7 all deserve as a Starbucks partner, is being so significantly  
8 impacted right now by the levels of staffing in this market,  
9 and training in this market. But I know the plans that Deanna  
10 and (indiscernible) we get a lot of new, Emily who's new, 17-  
11 year partner, Deanna who's new, 22-year partner, Nathalie,  
12 who's new, 7-year partner. That you know, until we get the  
13 stores staffed, and people are trained, and you guys feel like  
14 when you come to work every day, you've got the very best job  
15 you can have, we're gonna be on a journey.

16 (Indiscernible) and we will share that journey with other  
17 people in the country, who are doing other markets in the  
18 country, they're going through similar challenges where the  
19 business ramped up so quick, we just couldn't hire enough  
20 people fast enough, and the new people we hired got burned -- I  
21 mean, I -- I'm sorry that, that's your experience right now.  
22 For those of you who have been around for a long time, it's not  
23 always been like this.

24 We go through cycles. There's times where our stores are  
25 staffed, and people feel supported and trained. And we will





1 get back to that level, and we'll get back to that level in  
2 every market. So I wanted to thank each and every one of you  
3 for, you know, your shift supervisors, for what you guys do in  
4 the absence of the store manager being there. And the  
5 baristas, barista trainers, I just -- it's -- it's not easy to  
6 listen to this, but know you have our full support, and we'll  
7 continue to work through these challenges in this market, and  
8 markets like you, and share the information between the  
9 markets.

10 So if markets that are -- that have similar situations,  
11 we -- what are you doing, what have you found working, how many  
12 recruiters did you add, how -- are you doing training at  
13 closing stores and training. That came from another market.  
14 So we are -- lots of work and lots of opportunity, but I wanna  
15 also make sure to recognize that the situation, the experience  
16 that we have here, you -- you can't get on top of it until we  
17 get the stores staffed and trained, so that's -- that's our --  
18 what the number one focus is and has been. Just we -- the  
19 business the last few weeks has certainly exasperated the issue  
20 on top of COVID and everything else, that we've had these last  
21 18 months.

22 But I have such confidence in you, Deanna. I've worked  
23 with you a long time, so I know you. She's -- came from a  
24 store, she -- if you wanna know, she just was the regional  
25 director in Boston, you can call people in Boston, and say what

1 kind of leader is she. Emily knows -- being a 17-year partner,  
2 Nathalie. I mean I know these leaders, and I trust them. And  
3 so the shifts that we're making here, and the type of leaders  
4 that we're bringing in, I -- I -- I know that over the next few  
5 months, or six months, or a year, whatever we get, you guys  
6 will see that change, and -- and the support that you deserve.  
7 So I just wanna thank you for what you're doing every day.  
8 Trying to bring the Starbucks experience to life for your  
9 partners, as well as your customers. So thank you.

10 MS. RIZZO: I'm just really wanna take advantage while the  
11 four of you are in a room with me, because who knows when this  
12 will ever happen again. I think it's really important, just  
13 for me to hear, because I know the official stance on the  
14 company is that they're not anti-union, that they won't  
15 interfere with our right to organize.

16 I know that there's a lot of partners in our area that are  
17 petrified right now, that they're gonna show up to work any day  
18 and be separated. It would mean a lot to me to hear any --  
19 just anything that you can tell me about the lack of  
20 retaliation. It would just mean a lot for me to be able to  
21 refer back to them, that, no, you don't have to be afraid of  
22 retaliation. Is there anything that we can speak on there at  
23 all?

24 MS. PUSATIER: I -- I can't speak to anything specific --

25 MS. RIZZO: I know.



1 MS. PUSATIER: -- on the union, but --

2 MS. RIZZO: I know.

3 MS. PUSATIER: -- what I will tell you is, it is the  
4 Starbucks policy that we do not retaliate against our partners.

5 MS. RIZZO: Okay.

6 MS. PUSATIER: And so if there's fear of that, call the  
7 ethics and compliance line. They are somebody who's a third  
8 party to investigate these things, and so that's what it's  
9 there for, that's what (indiscernible) resources. And we  
10 absolutely do not tolerate discrim -- discrimination,  
11 retaliation, any of those things (indiscernible). So --

12 MS. WILLIAMS: And that's a Starbucks policy --

13 MS. PUSATIER: Yeah.

14 MS. WILLIAMS: It has nothing to do with anything else.

15 MS. RIZZO: That's the company.

16 MS. WILLIAMS: It's been a company policy --

17 MS. PUSATIER: It's the company policy --

18 MS. WILLIAMS: the whole time I've been here. So 17 years  
19 for me.

20 MS. PUSATIER: Same thing.

21 MS. RIZZO: Thank you. That's just -- just hearing it out  
22 loud means a lot. And then I can relay it that they don't have  
23 to be afraid. So it means a lot.

24 MS. WILLIAMS: Well, you should never. That's always been  
25 our policy --



1 MS. RIZZO: Yeah.

2 MS. WILLIAMS: -- so no matter what the position is, if  
3 you feel, and we heard this from a couple partners yesterday as  
4 well.

5 MS. RIZZO: Yeah.

6 MS. WILLIAMS: If you feel --  
7 (Indiscernible, simultaneous speech).

8 MS. WILLIAMS: -- if there's any point in time that you or  
9 any other partners feel like you are fearing retaliation for  
10 whatever reason, that -- that is absolutely against the  
11 Starbucks policy --

12 MS. RIZZO: Yeah.

13 MS. WILLIAMS: -- period.

14 MS. RIZZO: Yeah, I -- I do, like I know the policy, but I  
15 feel like for partners, it's a lot different to read it on a  
16 piece of paper, and like, to actually hear you say it out loud  
17 is powerful --

18 MS. WILLIAMS: Absolutely.

19 MS. RIZZO: -- so -- so I appreciate that.

20 MS. WILLIAMS: Sexual --

21 MS. RIZZO: Any kind of --

22 MS. WILLIAMS: -- racial --

23 MS. RIZZO: -- harassment.

24 MS. WILLIAMS: -- any harassment, any discrimination,  
25 period.

1 MS. RIZZO: Cool Thank you. It means a lot.

2 MS. WILLIAMS: You're welcome.

3 MR. HUANG: I -- I do wanna say, I -- I'm a -- I'm a  
4 little bit overwhelmed just because, I know I'm glad we were  
5 able to go through and know there's some changes, but it always  
6 feels -- in what you said, it -- that because the  
7 (indiscernible) reunion. And I feel like it's hard to bring up  
8 issues, and because of that, I feel like that's the only reason  
9 why. And I feel like later on in the future, if I have to  
10 bring up an issue. And I have before, where I called partner  
11 resources, and (indiscernible) --

12 MS. RIZZO: Nothing happens.

13 MR. HUANG: -- tells our district manager, who leave  
14 voicemails, and then (indiscernible). So I feel -- it's really  
15 overwhelming to approach or talk about an issue, and I feel  
16 like it's hard to get back to this place now, without, like,  
17 the feeling that they're only doing this because a union was  
18 (Indiscernible).

19 MS. WILLIAMS: There won't be. I can  
20 (Indiscernible, simultaneous speech)

21 MR. HUANG: It's -- it's -- it's hard for -- for -- to  
22 actually approach an issue, because I feel like we don't have a  
23 voice, with either calling partner resources, and then they'll  
24 refer you to a district manager, and then we hear nothing. We  
25 leave a voicemail --

1 MS. RIZZO: Yeah.

2 MR. HUANG: -- we don't hear anything back. So it feels  
3 really overwhelming to realize, later on, when we have an  
4 issue, how can we approach it, because it does feel like we are  
5 having these conversations because a union is (indiscernible).

6 MS. WILLIAMS: Yeah. And I appreciate you sharing that,  
7 and I'm sorry that's how you feel. I -- I've been, like I  
8 said, a 17-year partner. I -- I've worked all over Europe,  
9 I've worked in Canada, I've worked in the US, in the number of  
10 different markets. And I can say the policies that we have in  
11 place about -- if you have a concern in your store -- and  
12 everybody, if you have a concern in your store that there's a  
13 policy, a management decision, a company policy, a situation  
14 with a customer, a situation with law enforcement, whatever it  
15 is, we -- that the systems, the policies, and procedures we  
16 have in place, are put in place because we know the only thing  
17 we can do to build trust with our partners, is for you voice to  
18 be heard. And if -- and if you use the systems, the ethics and  
19 compliance is one, that we talk partners about.

20 If you've got that big of a concern, please -- please  
21 raise your voice to ethics and compliance so we can have the  
22 independent third-party person, investigate the situation so we  
23 know that there's a problem going on somewhere, because if we  
24 don't know, there's nothing we can do to address it. So it --  
25 it is -- it is a tried-and-true policy that we have had for, I

1 don't know, if it's been 50 years, I haven't been around for 50  
2 years, but I don't know how long. There's a confidential  
3 escalation process that every partner has a right to. If  
4 there's anything at all that you feel is not going well, or you  
5 have concerns about any treatment, or experience that you're  
6 getting as a partner, that's what that process is put in place  
7 for.

8 MS. RIZZO: I think that there's, like, a feeling, like,  
9 those calls go to, like, a wall, and that nothing happens,  
10 because --

11 (Indiscernible, simultaneous speech)

12 MS. RIZZO: I -- I know, but, like, we don't hear back,  
13 like, and even if, like, steps are taken after we've called  
14 PRSC, or ethics and compliance, they don't take the time to  
15 call the reporting partner and tell us what was done, they just  
16 do it. So even if actions are taken, that like would -- we  
17 would be, like, oh, great, like, something was done, like, this  
18 is awesome. We don't actually know what those actions were.  
19 And I know that might be confidential, and there's only so much  
20 that we can say about, like, disciplinary --

21 (Indiscernible, simultaneous speech)

22 MS. RIZZO: Yeah. Like that would mean a lot. Like  
23 that's a genuine, like, please, that suggestion --

24 MS. WILLIAMS: That's fair. That's fair.

25 MS. RIZZO: -- like if -- if, say like someone calls to

1 report, like, an inappropriate behavior by a store manager, and  
2 that store manager did end up getting disciplined, or talked  
3 to, but we don't know that anything happened, to us it just  
4 seems like nothing was done, and we're just like okay. But if  
5 we could get, like, a follow-up call, and just say, like, I  
6 know probably they can't tell us the specifics of the  
7 disciplinary action taken towards another partner of obvious  
8 reasons, but at least to say, like, we just wanna let you know  
9 that we took care of this situation, and disciplinary actions  
10 were taken.

11 (Indiscernible, simultaneous speech).

12 MS. RIZZO: Yeah, that would mean a lot. Yeah.

13 MS. WILLIAMS: That's fair.

14 MS. RIZZO: Yeah.

15 MS. WILLIAMS: That's fair.

16 MS. CIOFFI: There's -- there's multiple (indiscernible)  
17 the one thing that's important for us (indiscernible) manager,  
18 or --

19 MS. RIZZO: Right, right.

20 MS. CIOFFI: -- and some (indiscernible).

21 MS. RIZZO: Some might be anonymous. Right.

22 MS. CIOFFI: Yeah. (Indiscernible) always can reach out  
23 to someone else, right? And I know (indiscernible), but  
24 nevertheless, you always have that possibility, whether it's to  
25 Deanna, whether it's to me. And actually, plenty of people



1 also talk (indiscernible) open-door policy.

2 MS. RIZZO: And thank you for that.

3 MS. CIOFFI: Yeah. And then that's (indiscernible) get it  
4 right.

5 MS. RIZZO: Right.

6 MS. CIOFFI: (Indiscernible). If we didn't  
7 (indiscernible). If we didn't get right, let us know  
8 (indiscernible). But know that you can always reach out to me  
9 (indiscernible). And that's to any partner during my entire  
10 tenure, and (indiscernible). That's -- that's the way  
11 (Indiscernible).

12 MS. RIZZO: Cool. I appreciate that.

13 MR. HUANG: I think when a partner speaks up, especially  
14 if it's toward manager, someone higher, and they go through the  
15 process of finding resources, and then (indiscernible), they  
16 don't hear anything back, that level of power that you have to  
17 talk against, that's very overwhelming.

18 MS. RIZZO: Yeah.

19 MR. HUANG: And I know there's a lot of specifics --  
20 specifics of the ethics and compliance and everything, but when  
21 you take that step, and then you don't hear anything back, it's  
22 disheartening, and it takes out a lot of your motivation to  
23 wanna do --

24 MS. RIZZO: Yeah.

25 MR. HUANG: -- to maintain the position. Because it's --



1     you're speaking against a higher position.

2           MS. RIZZO: It is defeating. I've had -- I've had a few  
3     occasions where I've called ethics and compliance and not heard  
4     back, and who knows what actually happened, but things that  
5     felt very important to me and my partners, and I just never  
6     heard a word about it, it's definitely defeating. Yeah.

7           MS. WILLIAMS: We'll make sure we give that feedback.

8           MR. HUANG: Yeah.

9           MS. WILLIAMS: I -- I don't know (indiscernible). But  
10    nowadays, if -- if you do call ethics and compliance, and you  
11    don't -- and you don't feel like somebody listened to you, then  
12    that's a problem that we need to know about.

13          MS. RIZZO: Okay.

14          MS. WILLIAMS: This doesn't go into nowhere.

15          MS. RIZZO: Right. And that's what it feels like  
16    sometimes, is that we are --

17          MS. WILLIAMS: Yeah.

18          MS. RIZZO: -- just kind of --

19          MS. WILLIAMS: And you shouldn't -- shouldn't feel that  
20    way.

21          MS. RIZZO: Okay.

22          MS. WILLIAMS: So then we need to get it right.

23          MS. RIZZO: I appreciate that. Thank you.

24          MS. WILLIAMS: Sorry about that.

25          MS. RIZZO: Yeah.



1 MS. WILLIAMS: I mean I -- I don't know -- I don't know  
2 the specific situation --

3 MS. RIZZO: Yeah, I don't wanna name names, or get too,  
4 like --

5 MS. WILLIAMS: No. I'm not asking for that, I'm just  
6 saying, I don't know the specific situation, so I couldn't call  
7 to say here's the date, a partner called in, they don't feel  
8 like anybody listened to them, or did anything about it, can  
9 you find out what happened.

10 MS. RIZZO: Absolutely.

11 MS. WILLIAMS: Part of it is the confidentiality of the  
12 process, if -- if somebody doesn't call back to say, hey, I  
13 made a complaint, and nobody did anything, nobody  
14 (indiscernible) because it's confidential.

15 MS. RIZZO: Right.

16 MS. WILLIAMS: So -- so --

17 MS. RIZZO: Okay.

18 MS. WILLIAMS: -- whatever way that you feel comfortable,  
19 if it ever happens again, the way that you would feel  
20 comfortable either talking to your partner resource director,  
21 Nathalie, or PR partner resource manager, just say, hey, look,  
22 I don't wanna give you the specifics, but I made a complaint,  
23 and I don't know that anything happened, can you please take  
24 this for me and find out. That -- that is an avenue for you.

25 MS. RIZZO: Okay, thank you for that. I did not know

1 that.

2 MS. WILLIAMS: If -- if not, you can call back ethics and  
3 compliance, and say, hey, I called you last month with a  
4 complaint, and I don't -- nobody ever followed back up with me,  
5 what's going on. This is the date and the time. So you have  
6 every right to follow up on that, as well.

7 MS. RIZZO: Okay.

8 MS. WILLIAMS: That's another avenue.

9 MS. RIZZO: Cool. Didn't know.

10 MS. WILLIAMS: Yeah, if you didn't -- if you -- if it's  
11 about your store manager, you don't wanna talk to your district  
12 manager, there is a full escalation process, including Deanna,  
13 if you wanted to let Deanna know, you can escalate it to me, if  
14 you need me, I mean I -- that -- there is an open-door policy  
15 for every single partner that works at Starbucks.

16 MS. RIZZO: Okay.

17 MS. WILLIAMS: And -- and if we need to go back out, and  
18 educate everybody about what the escalation process is, it  
19 might be something you guys wanna consider as you come into  
20 role. If there isn't an understanding, and a knowledge of, if  
21 you have complaints, and you don't feel like you're being  
22 heard, then we gotta fix that, and we didn't get it right.

23 MS. RIZZO: Thank you for that. That's helpful.

24 MS. PUSATIER: Thank you -- thank you, everybody.

25 MS. FILC: Thank you, everyone.



1 MS. PUSATIER: This has been great.

2 (Indiscernible, simultaneous speech)

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C E R T I F I C A T I O N

This is to certify that the attached meeting before the  
National Labor Relations Board (NLRB), Region 3, Case Number  
03-CA-285671, in the matter of Starbucks Corporation that this  
is the original, complete, true and accurate transcript that  
has been compared to the recording provided by the Region.

*Ashley Bennett*

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ASHLEY BENNETT  
Transcriber

Starbucks Coffee Company  
NLRB Case No. 03-RC-282115  
Voter List for Position Statement  
ATTACHMENT B

	FULL EMPLOYEE NAME (LAST, FIRST)	JOB CLASSIFICATION	WORK LOCATION	SHIFT
1.	Bishop, Stephen	shift supervisor	Elmwood	regular
2.	Brisack, Jaz	barista	Elmwood	regular
3.	Davis, Jayden	barista	Elmwood	regular
4.	Dudzic, Angela	barista	Elmwood	regular
5.	Eisen, Michelle	barista	Elmwood	regular
6.	Fleischer, Cassie	barista	Elmwood	regular
7.	Gentil, Leyla	barista	Elmwood	regular
8.	Ginsberg, Kat	barista	Elmwood	regular
9.	Gollwitzer, Myke	barista	Elmwood	regular
10.	Heutmaker, LaRue	barista	Elmwood	regular
11.	Hilaire, Kyli	barista	Elmwood	regular
12.	Hirsch, Emily	shift supervisor	Elmwood	regular
13.	Kidd, Erin	barista	Elmwood	regular
14.	Marciniak, Brianna	barista	Elmwood	regular
15.	Mendez, Joshua	barista	Elmwood	regular
16.	Montanye, Kellen	barista	Elmwood	regular
17.	Panos, Maya	barista	Elmwood	regular
18.	Parham, Kevin	barista	Elmwood	regular
19.	Pascual, Jeremy	shift supervisor	Elmwood	regular
20.	Reed, Austin	shift supervisor	Elmwood	regular
21.	Staniszewski, Tati	barista	Elmwood	regular
22.	Stroeher, Courtney	barista	Elmwood	regular

“Elmwood” Store Address (Store #7381): 933 Elmwood, Buffalo, NY, 14222

## Exhibit 9(a)

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Starbucks Coffee Company  
NLRB Case No.: 03-RC-282115  
Voter List for Position Statement  
ATTACHMENT C

	FULL EMPLOYEE NAME (LAST, FIRST)	JOB CLASSIFICATION	WORK LOCATION	SHIFT
1.	Anastasi, Allegra	shift supervisor	235 Delaware Avenue	regular
2.	Aye, Myat	barista	235 Delaware Avenue	regular
3.	Bassett, Emily	barista	235 Delaware Avenue	regular
4.	Bellaus, Madison	barista	235 Delaware Avenue	regular
5.	Bernecki, James	shift supervisor	235 Delaware Avenue	regular
6.	Cacciato, Brendon	barista	235 Delaware Avenue	regular
7.	Casamassa, Chris	barista	235 Delaware Avenue	regular
8.	Coughlin, Joshua	barista	235 Delaware Avenue	regular
9.	Digiulio, Blue	barista	235 Delaware Avenue	regular
10.	Draves, Jovan	barista	235 Delaware Avenue	regular
11.	Gomez, Iliana	shift supervisor	235 Delaware Avenue	regular
12.	Hatten, Twon	barista	235 Delaware Avenue	regular
13.	Hopkins, Marcus	shift supervisor	235 Delaware Avenue	regular
14.	Jalloh, Dalanda	barista	235 Delaware Avenue	regular
15.	Keyes, Mellennia	barista	235 Delaware Avenue	regular
16.	Molett, Marissa	barista	235 Delaware Avenue	regular
17.	Nappo, Dominic	barista	235 Delaware Avenue	regular
18.	Olson, Conner	barista	235 Delaware Avenue	regular
19.	Phillips, Aliyah	barista	235 Delaware Avenue	regular
20.	Pratt, Katherine	shift supervisor	235 Delaware Avenue	regular
21.	Roosevelt, Camille	shift supervisor	235 Delaware Avenue	regular
22.	Taylor, Keitaya	barista	235 Delaware Avenue	regular
23.	Twiss, Jeremy	barista	235 Delaware Avenue	regular
24.	Webb, Angelica	barista	235 Delaware Avenue	regular
25.	Weiss, Olivier	barista	235 Delaware Avenue	regular
26.	Althen, Jaime	barista	Amherst, Niagara Falls Blvd	regular

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**Exhibit 9(b)**



Starbucks Coffee Company  
NLRB Case No.: 03-RC-282115  
Voter List for Position Statement  
ATTACHMENT C

27.	Baker, Sam	barista	Amherst, Niagara Falls Blvd	regular
28.	Blom, Madeleine	barista	Amherst, Niagara Falls Blvd	regular
29.	Brown, Ariana	barista	Amherst, Niagara Falls Blvd	regular
30.	Buchholz, Brittany	barista	Amherst, Niagara Falls Blvd	regular
31.	Dejesus, Lilly	shift supervisor	Amherst, Niagara Falls Blvd	regular
32.	Esford, Kat	barista	Amherst, Niagara Falls Blvd	regular
33.	Fuentes-Frysz, Chris	shift supervisor	Amherst, Niagara Falls Blvd	regular
34.	Grasta, Abby	barista	Amherst, Niagara Falls Blvd	regular
35.	Guay, Nick	barista	Amherst, Niagara Falls Blvd	regular
36.	Horton, Ness	shift supervisor	Amherst, Niagara Falls Blvd	regular
37.	Koch, Cade	barista	Amherst, Niagara Falls Blvd	regular
38.	Moxley, Sydnie	shift supervisor	Amherst, Niagara Falls Blvd	regular
39.	Nealon, Elizabeth	barista	Amherst, Niagara Falls Blvd	regular
40.	Pomposelli, Victoria	barista	Amherst, Niagara Falls Blvd	regular
41.	Porcari, Jack	barista	Amherst, Niagara Falls Blvd	regular
42.	Ritchie, Matthew	shift supervisor	Amherst, Niagara Falls Blvd	regular
43.	Saleem, Hassan	barista	Amherst, Niagara Falls Blvd	regular
44.	Schalk, Emilee	barista	Amherst, Niagara Falls Blvd	regular
45.	Scott, Nacima	barista	Amherst, Niagara Falls Blvd	regular
46.	Sturniolo, Kayla	barista	Amherst, Niagara Falls Blvd	regular
47.	Szathmary, Annika	barista	Amherst, Niagara Falls Blvd	regular
48.	Szramka, Joseph	shift supervisor	Amherst, Niagara Falls Blvd	regular
49.	Taylor, Miles	barista	Amherst, Niagara Falls Blvd	regular
50.	Thompson, Mackenzie	barista	Amherst, Niagara Falls Blvd	regular
51.	Weber, Shay	shift supervisor	Amherst, Niagara Falls Blvd	regular
52.	Balatskaya, Angelina	barista	Amherst, Niagara Falls Blvd.	regular
53.	Belous, Susie	barista	Amherst, Niagara Falls Blvd.	regular
54.	Benjamin, Laron	barista	Amherst, Niagara Falls Blvd.	regular

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55.	Cardinal, Avery	barista	Amherst, Niagara Falls Blvd.	regular
56.	Castellana, Maria	barista	Amherst, Niagara Falls Blvd.	regular
57.	Clark, Fonta	shift supervisor	Amherst, Niagara Falls Blvd.	regular
58.	Conklin, Victoria	shift supervisor	Amherst, Niagara Falls Blvd.	regular
59.	Dean, Alexai	barista	Amherst, Niagara Falls Blvd.	regular
60.	Disorbo, Kayla	barista	Amherst, Niagara Falls Blvd.	regular
61.	Felong, Emily	barista	Amherst, Niagara Falls Blvd.	regular
62.	Fillion, Peter	barista	Amherst, Niagara Falls Blvd.	regular
63.	Gallo, Gianna	barista	Amherst, Niagara Falls Blvd.	regular
64.	Grimm, Jenelle	barista	Amherst, Niagara Falls Blvd.	regular
65.	Gurskiy, Tati	barista	Amherst, Niagara Falls Blvd.	regular
66.	Hood, Alexandra	shift supervisor	Amherst, Niagara Falls Blvd.	regular
67.	Jankiewicz, Maeve	barista	Amherst, Niagara Falls Blvd.	regular
68.	Jenkins, Elisha	barista	Amherst, Niagara Falls Blvd.	regular
69.	Kubas, Alyssa	barista	Amherst, Niagara Falls Blvd.	regular
70.	Lamacchia, Nate	barista	Amherst, Niagara Falls Blvd.	regular
71.	Lobalsamo, Maria	barista	Amherst, Niagara Falls Blvd.	regular
72.	Love, Jah	barista	Amherst, Niagara Falls Blvd.	regular
73.	Moore, Sarah	barista	Amherst, Niagara Falls Blvd.	regular
74.	Munoz, Bella	barista	Amherst, Niagara Falls Blvd.	regular
75.	Polek, Sarah	barista	Amherst, Niagara Falls Blvd.	regular
76.	Roma, Juliette	barista	Amherst, Niagara Falls Blvd.	regular
77.	Royer, Beth	shift supervisor	Amherst, Niagara Falls Blvd.	regular
78.	Rozicki, julia	barista	Amherst, Niagara Falls Blvd.	regular
79.	Sorg, Caroline	barista	Amherst, Niagara Falls Blvd.	regular
80.	Starks, Denasia	barista	Amherst, Niagara Falls Blvd.	regular
81.	Sterner, Kayla	barista	Amherst, Niagara Falls Blvd.	regular
82.	Tarnowski, Nathan	barista	Amherst, Niagara Falls Blvd.	regular

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Starbucks Coffee Company  
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Voter List for Position Statement  
ATTACHMENT C

83.	Thompson, Geoff	shift supervisor	Amherst, Niagara Falls Blvd.	regular
84.	Vazquez, Andraya	barista	Amherst, Niagara Falls Blvd.	regular
85.	Wilczak, Chloe	barista	Amherst, Niagara Falls Blvd.	regular
86.	Wright Morales, Antonio	shift supervisor	Amherst, Niagara Falls Blvd.	regular
87.	Baer, Madison	barista	Cheektowaga-Buffalo Airport	regular
88.	Bafil, Jojo	barista	Cheektowaga-Buffalo Airport	regular
89.	Bonafede, Savanna	barista	Cheektowaga-Buffalo Airport	regular
90.	Dragic, Danka	shift supervisor	Cheektowaga-Buffalo Airport	regular
91.	Edwards, Ashley	barista	Cheektowaga-Buffalo Airport	regular
92.	Garrison, Jett	barista	Cheektowaga-Buffalo Airport	regular
93.	Green, Yazminn	barista	Cheektowaga-Buffalo Airport	regular
94.	Jacobs, Leeann	barista	Cheektowaga-Buffalo Airport	regular
95.	Janca, Brandon	barista	Cheektowaga-Buffalo Airport	regular
96.	Jemmison, Niko	barista	Cheektowaga-Buffalo Airport	regular
97.	Kam, Gianna	barista	Cheektowaga-Buffalo Airport	regular
98.	Kappel, John	barista	Cheektowaga-Buffalo Airport	regular
99.	Krishnakumar, Nila	barista	Cheektowaga-Buffalo Airport	regular
100.	Lerczak, Caroline	shift supervisor	Cheektowaga-Buffalo Airport	regular
101.	Licht, Jane	barista	Cheektowaga-Buffalo Airport	regular
102.	Marks, Alisa	barista	Cheektowaga-Buffalo Airport	regular
103.	Nieves, Jon	shift supervisor	Cheektowaga-Buffalo Airport	regular
104.	Pawlowski, Jess	barista	Cheektowaga-Buffalo Airport	regular
105.	Penvose, Jenna	barista	Cheektowaga-Buffalo Airport	regular
106.	Pulichene, Patricia	shift supervisor	Cheektowaga-Buffalo Airport	regular
107.	Ranick, Alex	shift supervisor	Cheektowaga-Buffalo Airport	regular
108.	Rebmann, RJ	barista	Cheektowaga-Buffalo Airport	regular
109.	Rizzo, Lexi	shift supervisor	Cheektowaga-Buffalo Airport	regular
110.	Rutski, Cait	barista	Cheektowaga-Buffalo Airport	regular

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Voter List for Position Statement  
ATTACHMENT C

111.	Stani, Cindy	barista	Cheektowaga-Buffalo Airport	regular
112.	Werts, Alyson	barista	Cheektowaga-Buffalo Airport	regular
113.	Wittmeyer, Emma	barista	Cheektowaga-Buffalo Airport	regular
114.	Allen, Alethea	barista	Delaware & Kenmore	regular
115.	Berghash, Greg	barista	Delaware & Kenmore	regular
116.	Bodden, Tyshawn	barista	Delaware & Kenmore	regular
117.	Bruscia, Caitlin	barista	Delaware & Kenmore	regular
118.	Carpenter, Sydney	barista	Delaware & Kenmore	regular
119.	Cisse, rokhya	barista	Delaware & Kenmore	regular
120.	Clohessy, Deedee	barista	Delaware & Kenmore	regular
121.	Coates, Bethany	barista	Delaware & Kenmore	regular
122.	Colin, Jess	barista	Delaware & Kenmore	regular
123.	Collazo, Z	barista	Delaware & Kenmore	regular
124.	D'angelo-diel, Gabe	barista	Delaware & Kenmore	regular
125.	Dilek, Ezgi	shift supervisor	Delaware & Kenmore	regular
126.	Disha, Disha	shift supervisor	Delaware & Kenmore	regular
127.	Field, Zachary	barista	Delaware & Kenmore	regular
128.	Fish, Jamie	barista	Delaware & Kenmore	regular
129.	Flick, Ryan	barista	Delaware & Kenmore	regular
130.	Goldberg, Devyn	barista	Delaware & Kenmore	regular
131.	Homer, Josie	barista	Delaware & Kenmore	regular
132.	Incorvia, Rachel	barista	Delaware & Kenmore	regular
133.	James, Tisha	barista	Delaware & Kenmore	regular
134.	Jaquith, Brennan	barista	Delaware & Kenmore	regular
135.	Jones, Levi	barista	Delaware & Kenmore	regular
136.	Kroneiss, Rachael	barista	Delaware & Kenmore	regular
137.	Kutzbach, Izzy	barista	Delaware & Kenmore	regular
138.	Morales, Deanna	shift supervisor	Delaware & Kenmore	regular

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Voter List for Position Statement  
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139.	Morse, Ian	barista	Delaware & Kenmore	regular
140.	Price, Kyla	barista	Delaware & Kenmore	regular
141.	Scott, Arael	barista	Delaware & Kenmore	regular
142.	Serrano, Chanelle	barista	Delaware & Kenmore	regular
143.	Vidal, Anahi	barista	Delaware & Kenmore	regular
144.	Williams, Travis	shift supervisor	Delaware & Kenmore	regular
145.	Wipf, Jazzmin	barista	Delaware & Kenmore	regular
146.	Wright, Karigan	shift supervisor	Delaware & Kenmore	regular
147.	Adams, Amie	barista	Hamburg	regular
148.	Albert, Tricia	barista	Hamburg	regular
149.	Anderson, Justin	barista	Hamburg	regular
150.	Beiger, Ahna	barista	Hamburg	regular
151.	Brown, Kati	shift supervisor	Hamburg	regular
152.	Carter-Bárceñas, Karina	barista	Hamburg	regular
153.	Collins, Abby	shift supervisor	Hamburg	regular
154.	Cordwell Jr., Peter	barista	Hamburg	regular
155.	Craig, Carter	barista	Hamburg	regular
156.	Cummings, Aaron	shift supervisor	Hamburg	regular
157.	Dickty, Caity	barista	Hamburg	regular
158.	Dixon, Maddi	shift supervisor	Hamburg	regular
159.	Duggan, Will	barista	Hamburg	regular
160.	Dunkle, Layla	barista	Hamburg	regular
161.	Figueroa Harris, Francesca	shift supervisor	Hamburg	regular
162.	Hansen, Ronald	shift supervisor	Hamburg	regular
163.	Inserra, Gabrielle	barista	Hamburg	regular
164.	Kowalski, Maddie	barista	Hamburg	regular
165.	Krueger, Stephanie	barista	Hamburg	regular
166.	Messina, Alli	barista	Hamburg	regular

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167.	Miller, Sarah	barista	Hamburg	regular
168.	Nowicki, Christina	barista	Hamburg	regular
169.	Schadt, Emily	barista	Hamburg	regular
170.	Spruce, Lee	barista	Hamburg	regular
171.	Sweet, Justen	barista	Hamburg	regular
172.	Tallchief, Cameron	barista	Hamburg	regular
173.	Wilkins, Sara	barista	Hamburg	regular
174.	Beaudoin, Molly	barista	Hamburg, Camp Road	regular
175.	Benbenek, Ariana	barista	Hamburg, Camp Road	regular
176.	Bergmann, Kathryn	barista	Hamburg, Camp Road	regular
177.	Bogumil, Brittany	barista	Hamburg, Camp Road	regular
178.	Detomaso, Danielle	barista	Hamburg, Camp Road	regular
179.	Drake, Victoria	barista	Hamburg, Camp Road	regular
180.	Duggan, Erin	barista	Hamburg, Camp Road	regular
181.	Geniti, CJ	barista	Hamburg, Camp Road	regular
182.	Golden, Donny	barista	Hamburg, Camp Road	regular
183.	Grube, MJ	barista	Hamburg, Camp Road	regular
184.	Heatherly, Josiah	barista	Hamburg, Camp Road	regular
185.	Kanavel, Danelle	shift supervisor	Hamburg, Camp Road	regular
186.	Lawson, Carly	barista	Hamburg, Camp Road	regular
187.	Miranda, Skyler	barista	Hamburg, Camp Road	regular
188.	Miserendino, Ariel	barista	Hamburg, Camp Road	regular
189.	Mutton, Grey	barista	Hamburg, Camp Road	regular
190.	Pfleuger, Elissa	barista	Hamburg, Camp Road	regular
191.	Pike, Josh	shift supervisor	Hamburg, Camp Road	regular
192.	Reeve, Gianna	shift supervisor	Hamburg, Camp Road	regular
193.	Sansoucie, Haley	shift supervisor	Hamburg, Camp Road	regular
194.	Simano, Alex	barista	Hamburg, Camp Road	regular

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195.	Spicola, Katryn	shift supervisor	Hamburg, Camp Road	regular
196.	Tehoke, Ashlyn	shift supervisor	Hamburg, Camp Road	regular
197.	Walsh, Julia	barista	Hamburg, Camp Road	regular
198.	Weller, Zac	barista	Hamburg, Camp Road	regular
199.	Westlake, Will	barista	Hamburg, Camp Road	regular
200.	Andrzejewski, Cathy	barista	Lancaster - Regal Center	regular
201.	Cerasani, Rylie	shift supervisor	Lancaster - Regal Center	regular
202.	Corthion, Tia	barista	Lancaster - Regal Center	regular
203.	Cremean, Elisa	barista	Lancaster - Regal Center	regular
204.	Ekberg, Jason	barista	Lancaster - Regal Center	regular
205.	Feuerstein, Kelly	shift supervisor	Lancaster - Regal Center	regular
206.	Gott, Lexie	barista	Lancaster - Regal Center	regular
207.	Hayes, Sierra	barista	Lancaster - Regal Center	regular
208.	Hunter, Kai	barista	Lancaster - Regal Center	regular
209.	Laspesa, Andrew	barista	Lancaster - Regal Center	regular
210.	Lemmon, Jessica	shift supervisor	Lancaster - Regal Center	regular
211.	Maloney, Emily	barista	Lancaster - Regal Center	regular
212.	Michels, Lexa	shift supervisor	Lancaster - Regal Center	regular
213.	Miller, Emily	barista	Lancaster - Regal Center	regular
214.	Murray, Brian	barista	Lancaster - Regal Center	regular
215.	Nowicki, Josh	barista	Lancaster - Regal Center	regular
216.	O'Sullivan, Rachael	shift supervisor	Lancaster - Regal Center	regular
217.	Rybat, Ash	barista	Lancaster - Regal Center	regular
218.	Sellitto, Mira	barista	Lancaster - Regal Center	regular
219.	Want, Lee	barista	Lancaster - Regal Center	regular
220.	Argona, Juliana	barista	Niagara Falls, Niagara Falls Blvd	regular
221.	Beane, Chelsea	barista	Niagara Falls, Niagara Falls Blvd	regular
222.	Bishop, Anthony	barista	Niagara Falls, Niagara Falls Blvd	regular

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223.	Broscius, Eva	barista	Niagara Falls, Niagara Falls Blvd	regular
224.	Carter, Aliyah	barista	Niagara Falls, Niagara Falls Blvd	regular
225.	Casey, Kayla	barista	Niagara Falls, Niagara Falls Blvd	regular
226.	Christian, Jocelyn	barista	Niagara Falls, Niagara Falls Blvd	regular
227.	Cutlip, Willow	barista	Niagara Falls, Niagara Falls Blvd	regular
228.	Donovan, Jayden	barista	Niagara Falls, Niagara Falls Blvd	regular
229.	Dragonette, Ashley	barista	Niagara Falls, Niagara Falls Blvd	regular
230.	Haefner, Christopher	shift supervisor	Niagara Falls, Niagara Falls Blvd	regular
231.	Haefner, Steven	shift supervisor	Niagara Falls, Niagara Falls Blvd	regular
232.	Harris, Daria	barista	Niagara Falls, Niagara Falls Blvd	regular
233.	Herr, Steve	shift supervisor	Niagara Falls, Niagara Falls Blvd	regular
234.	Ingalls, Grace	barista	Niagara Falls, Niagara Falls Blvd	regular
235.	Lymberpolous, Katie	barista	Niagara Falls, Niagara Falls Blvd	regular
236.	Mitravich, Gabby	barista	Niagara Falls, Niagara Falls Blvd	regular
237.	Nadeau, Mary	barista	Niagara Falls, Niagara Falls Blvd	regular
238.	Neerbasch, William	barista	Niagara Falls, Niagara Falls Blvd	regular
239.	Newsome, Diamond	barista	Niagara Falls, Niagara Falls Blvd	regular
240.	Pasquarette, Aiden	barista	Niagara Falls, Niagara Falls Blvd	regular
241.	Passanese, Noah	barista	Niagara Falls, Niagara Falls Blvd	regular
242.	Poremba, Gianna	barista	Niagara Falls, Niagara Falls Blvd	regular
243.	Reynolds, Kehala	shift supervisor	Niagara Falls, Niagara Falls Blvd	regular
244.	Rinallo, Dominic	barista	Niagara Falls, Niagara Falls Blvd	regular
245.	Smith, Kamryn	barista	Niagara Falls, Niagara Falls Blvd	regular
246.	Stickney, Sophia	barista	Niagara Falls, Niagara Falls Blvd	regular
247.	Tierney, Taya	barista	Niagara Falls, Niagara Falls Blvd	regular
248.	Vanderberg, Janet	shift supervisor	Niagara Falls, Niagara Falls Blvd	regular
249.	Weingartner, Dana	shift supervisor	Niagara Falls, Niagara Falls Blvd	regular
250.	Williams, Jasmine	barista	Niagara Falls, Niagara Falls Blvd	regular

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251.	Bell, Olivia	barista	Orchard Park, Hwy 20	regular
252.	Brooks, Mariah	barista	Orchard Park, Hwy 20	regular
253.	Capuano, Joe	shift supervisor	Orchard Park, Hwy 20	regular
254.	Conforti, Lauren	barista	Orchard Park, Hwy 20	regular
255.	Dabney, De'Juan	barista	Orchard Park, Hwy 20	regular
256.	Damato, Francesca	barista	Orchard Park, Hwy 20	regular
257.	Folaron, Rachel	shift supervisor	Orchard Park, Hwy 20	regular
258.	Garcia, Melissa	shift supervisor	Orchard Park, Hwy 20	regular
259.	Johns, Bri	shift supervisor	Orchard Park, Hwy 20	regular
260.	Jovanovski, Taylor	barista	Orchard Park, Hwy 20	regular
261.	Locati, Andrea	barista	Orchard Park, Hwy 20	regular
262.	Loncarevich, Juliet	barista	Orchard Park, Hwy 20	regular
263.	Marchincin, Colin	barista	Orchard Park, Hwy 20	regular
264.	Mcelwain, Alex	barista	Orchard Park, Hwy 20	regular
265.	Mears, Bridgette	barista	Orchard Park, Hwy 20	regular
266.	Oscypala, Courtney	barista	Orchard Park, Hwy 20	regular
267.	Perrin, Kayla	barista	Orchard Park, Hwy 20	regular
268.	Petrone, Melanie	shift supervisor	Orchard Park, Hwy 20	regular
269.	Piatek, Kelsey	barista	Orchard Park, Hwy 20	regular
270.	Regan, Patrick	barista	Orchard Park, Hwy 20	regular
271.	Rice, Mariah	barista	Orchard Park, Hwy 20	regular
272.	Skretta, James	barista	Orchard Park, Hwy 20	regular
273.	Vicoria, Jess	shift supervisor	Orchard Park, Hwy 20	regular
274.	Waligora, Sylvie	barista	Orchard Park, Hwy 20	regular
275.	Warren, Mickell	shift supervisor	Orchard Park, Hwy 20	regular
276.	Wolf, Cat	barista	Orchard Park, Hwy 20	regular
277.	Wolf, Trav	barista	Orchard Park, Hwy 20	regular
278.	Agliata, Lexi	barista	Sheridan and N. Bailey, Amherst	regular

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279.	Amato, Samuel	shift supervisor	Sheridan and N. Bailey, Amherst	regular
280.	Baehrle, Jillian	barista	Sheridan and N. Bailey, Amherst	regular
281.	Beck, Jennifer	barista	Sheridan and N. Bailey, Amherst	regular
282.	Callicutt, Joe	shift supervisor	Sheridan and N. Bailey, Amherst	regular
283.	Cartwright, Alexis	barista	Sheridan and N. Bailey, Amherst	regular
284.	Cohen, Rachel	shift supervisor	Sheridan and N. Bailey, Amherst	regular
285.	Coughlin, Jack	barista	Sheridan and N. Bailey, Amherst	regular
286.	Cruz, Eden	barista	Sheridan and N. Bailey, Amherst	regular
287.	Delgado Collazo, Henry	barista	Sheridan and N. Bailey, Amherst	regular
288.	Dzialak, Haley	barista	Sheridan and N. Bailey, Amherst	regular
289.	Fong, Ryan	barista	Sheridan and N. Bailey, Amherst	regular
290.	Froom, Katie	shift supervisor	Sheridan and N. Bailey, Amherst	regular
291.	Gabrielli, Hayley	barista	Sheridan and N. Bailey, Amherst	regular
292.	Gill, Yasmine	barista	Sheridan and N. Bailey, Amherst	regular
293.	Gillen, Megan	shift supervisor	Sheridan and N. Bailey, Amherst	regular
294.	Greenspan, Mimi	barista	Sheridan and N. Bailey, Amherst	regular
295.	Gulick, Noelle	barista	Sheridan and N. Bailey, Amherst	regular
296.	Hejmanowski, Renee	shift supervisor	Sheridan and N. Bailey, Amherst	regular
297.	Imagna, Amelia	barista	Sheridan and N. Bailey, Amherst	regular
298.	Jerabek, Andrew	barista	Sheridan and N. Bailey, Amherst	regular
299.	Kelsey, Alyssa	barista	Sheridan and N. Bailey, Amherst	regular
300.	Lemay, Maddy	barista	Sheridan and N. Bailey, Amherst	regular
301.	McKean, Robin	barista	Sheridan and N. Bailey, Amherst	regular
302.	Mcmullen, Colleen	barista	Sheridan and N. Bailey, Amherst	regular
303.	O'brien, Maeve	barista	Sheridan and N. Bailey, Amherst	regular
304.	Paso, Marko	barista	Sheridan and N. Bailey, Amherst	regular
305.	Perez, Natasha	barista	Sheridan and N. Bailey, Amherst	regular
306.	Rojas, Danny	shift supervisor	Sheridan and N. Bailey, Amherst	regular

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307.	Schoenhals, Alexii	barista	Sheridan and N. Bailey, Amherst	regular
308.	Simonelli, Stephen	barista	Sheridan and N. Bailey, Amherst	regular
309.	Stack, Bryan	barista	Sheridan and N. Bailey, Amherst	regular
310.	Tahir, T	shift supervisor	Sheridan and N. Bailey, Amherst	regular
311.	Andrews, Kylie	barista	The Commons - Buffalo University	regular
312.	Bailey, Alaina	barista	The Commons - Buffalo University	regular
313.	Bonner, Ieshia	shift supervisor	The Commons - Buffalo University	regular
314.	Bowers, Jessica	barista	The Commons - Buffalo University	regular
315.	Clark, Hannah	barista	The Commons - Buffalo University	regular
316.	Colon, Vianca	barista	The Commons - Buffalo University	regular
317.	Commesso, Gabby	shift supervisor	The Commons - Buffalo University	regular
318.	Destefano, Alie	barista	The Commons - Buffalo University	regular
319.	Do, Tammy	barista	The Commons - Buffalo University	regular
320.	Fetkenhour, Lucia	barista	The Commons - Buffalo University	regular
321.	Foglia, Anthony	barista	The Commons - Buffalo University	regular
322.	Franck, Genevieve	barista	The Commons - Buffalo University	regular
323.	Frawley, Taryn	barista	The Commons - Buffalo University	regular
324.	Freifeld, Jonathan	barista	The Commons - Buffalo University	regular
325.	Harden, Kaylah	barista	The Commons - Buffalo University	regular
326.	Harris, Johanna	barista	The Commons - Buffalo University	regular
327.	Jackson, Sam	barista	The Commons - Buffalo University	regular
328.	Junjulas, Mackenzie	shift supervisor	The Commons - Buffalo University	regular
329.	Kaganovich, Dan	barista	The Commons - Buffalo University	regular
330.	Kane, Kaire	barista	The Commons - Buffalo University	regular
331.	Laskowski, Zoe	barista	The Commons - Buffalo University	regular
332.	Lulu, Derar	barista	The Commons - Buffalo University	regular
333.	Neil, Yasmin	barista	The Commons - Buffalo University	regular
334.	Nguyen, Vy	barista	The Commons - Buffalo University	regular

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335.	Papero, Adam	shift supervisor	The Commons - Buffalo University	regular
336.	Parmelee, Chloe	barista	The Commons - Buffalo University	regular
337.	Santoro-Bissett, Trenton	barista	The Commons - Buffalo University	regular
338.	Saulter, Averì	barista	The Commons - Buffalo University	regular
339.	Scamacca, Becca	barista	The Commons - Buffalo University	regular
340.	Scott, Tapainga	shift supervisor	The Commons - Buffalo University	regular
341.	Simmons, Danielle	barista	The Commons - Buffalo University	regular
342.	Stodola, Aylisha	barista	The Commons - Buffalo University	regular
343.	Sutherland, Taylor	barista	The Commons - Buffalo University	regular
344.	Thompson, Courtney	barista	The Commons - Buffalo University	regular
345.	Tomsic, Heather	shift supervisor	The Commons - Buffalo University	regular
346.	Torgalski, Emily	shift supervisor	The Commons - Buffalo University	regular
347.	Traore, Kiessi	barista	The Commons - Buffalo University	regular
348.	Tripodi, Victoria	shift supervisor	The Commons - Buffalo University	regular
349.	Ye-ling, Kristy	barista	The Commons - Buffalo University	regular
350.	Yildiz, Elif	barista	The Commons - Buffalo University	regular
351.	Zhou, Jack	barista	The Commons - Buffalo University	regular
352.	Boyers, James	barista	Transit & French	regular
353.	Cavaretta, Jennifer	shift supervisor	Transit & French	regular
354.	Conorozzo, Shannon	barista	Transit & French	regular
355.	Dodson, Azrayel	barista	Transit & French	regular
356.	Duggan, Laura	barista	Transit & French	regular
357.	Ely, Shawn	barista	Transit & French	regular
358.	Gauthier, Nashaly	barista	Transit & French	regular
359.	Gerbracht, Sophia	barista	Transit & French	regular
360.	Giacobello, Nicholas	barista	Transit & French	regular
361.	Giangreco-Marotta, Sal	barista	Transit & French	regular
362.	Gramza, Kelsey	barista	Transit & French	regular

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363.	Jameson, Sydney	barista	Transit & French	regular
364.	Kaufmann, Seth	barista	Transit & French	regular
365.	Krempa, Angel	shift supervisor	Transit & French	regular
366.	Larson, Samantha	barista	Transit & French	regular
367.	Magrich, Katherine	barista	Transit & French	regular
368.	Martin, Jazmin	barista	Transit & French	regular
369.	Nasby, Joe	shift supervisor	Transit & French	regular
370.	Norton, Danielle	barista	Transit & French	regular
371.	Norton, Nicole	barista	Transit & French	regular
372.	Oberther, Scott	barista	Transit & French	regular
373.	O'malley, Bill	barista	Transit & French	regular
374.	Palmer, Keontae	barista	Transit & French	regular
375.	Park, Minwoo	shift supervisor	Transit & French	regular
376.	Rojas, Steven	barista	Transit & French	regular
377.	Schack, Amanda	barista	Transit & French	regular
378.	Schieda, Alyssa	shift supervisor	Transit & French	regular
379.	Scott, Henryia	barista	Transit & French	regular
380.	Smith, Charlie	barista	Transit & French	regular
381.	Soto, Tiana	barista	Transit & French	regular
382.	Stuber, Amberly	barista	Transit & French	regular
383.	Vles, Skylar	barista	Transit & French	regular
384.	Wawrzeniec, Ryan	barista	Transit & French	regular
385.	Wetzel, Saira	barista	Transit & French	regular
386.	Zulqarnain, Samar	barista	Transit & French	regular
387.	Brennan, Meghan	barista	Transit and Maple Roads	regular
388.	Campbell, Sarah	barista	Transit and Maple Roads	regular
389.	Carey, Lisa	shift supervisor	Transit and Maple Roads	regular
390.	Carpenter, Aleigha	barista	Transit and Maple Roads	regular

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391.	Conway, Shannon	shift supervisor	Transit and Maple Roads	regular
392.	Cornwell, Julia	shift supervisor	Transit and Maple Roads	regular
393.	Dispenza, Beaux	barista	Transit and Maple Roads	regular
394.	Donovan, Mikaela	shift supervisor	Transit and Maple Roads	regular
395.	Emler, Maddy	barista	Transit and Maple Roads	regular
396.	Lichtenthal, Emily	barista	Transit and Maple Roads	regular
397.	Lin, Jenn	barista	Transit and Maple Roads	regular
398.	Marfurt, Kenzie	barista	Transit and Maple Roads	regular
399.	Murphy, Kayla	barista	Transit and Maple Roads	regular
400.	Nappo, Isabella	barista	Transit and Maple Roads	regular
401.	Nicolaides, illy	barista	Transit and Maple Roads	regular
402.	Oship, Kacie	barista	Transit and Maple Roads	regular
403.	Pawlikowski, Bethany	barista	Transit and Maple Roads	regular
404.	Rauf, Mariah	shift supervisor	Transit and Maple Roads	regular
405.	Redfearn, Emory	barista	Transit and Maple Roads	regular
406.	Roth, Zoë	barista	Transit and Maple Roads	regular
407.	Saad, Kailey	shift supervisor	Transit and Maple Roads	regular
408.	Showalter, Elise	barista	Transit and Maple Roads	regular
409.	Simko, Shania	barista	Transit and Maple Roads	regular
410.	Tomasello, Adrianna	barista	Transit and Maple Roads	regular
411.	Wagner, Rachel	shift supervisor	Transit and Maple Roads	regular
412.	Welch, Sarah	barista	Transit and Maple Roads	regular
413.	Abdallah, Noelle	barista	Transit Commons	regular
414.	Borchert, Georgia	barista	Transit Commons	regular
415.	Cofield, Alyssa	barista	Transit Commons	regular
416.	Crowe, Tay	barista	Transit Commons	regular
417.	Ernst, Alley	barista	Transit Commons	regular
418.	Filipowski, Heather	shift supervisor	Transit Commons	regular

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419.	Franklin, King	barista	Transit Commons	regular
420.	Fuerstinger, Rachel	shift supervisor	Transit Commons	regular
421.	Griffith, Matt	barista	Transit Commons	regular
422.	Hockenberry, Ariana	barista	Transit Commons	regular
423.	Huang, Roger	shift supervisor	Transit Commons	regular
424.	Johnson, Danielle	barista	Transit Commons	regular
425.	Lectora, Melissa	barista	Transit Commons	regular
426.	Lichtenthal, Sarah	barista	Transit Commons	regular
427.	Milliman, Cassidy	shift supervisor	Transit Commons	regular
428.	Moore, Jake	barista	Transit Commons	regular
429.	Moran, Andrew	barista	Transit Commons	regular
430.	Morgan, Kein	barista	Transit Commons	regular
431.	Pasquantino, Nina	barista	Transit Commons	regular
432.	Perry, Erin	barista	Transit Commons	regular
433.	Sanabria, Michael	barista	Transit Commons	regular
434.	Scherrer, Loretta	shift supervisor	Transit Commons	regular
435.	Syed, Hanna	barista	Transit Commons	regular
436.	Tan, Tiffany	shift supervisor	Transit Commons	regular
437.	Tanner, Bethany	shift supervisor	Transit Commons	regular
438.	Tretter, Kelsey	barista	Transit Commons	regular
439.	Vecchio, Cas	barista	Transit Commons	regular
440.	Waits, Khari	barista	Transit Commons	regular
441.	Whitbourne, Katie	barista	Transit Commons	regular
442.	Xu Xu, Emily	barista	Transit Commons	regular
443.	Ahmed, Syed	barista	Walden & Anderson	regular
444.	Akter, JJ	barista	Walden & Anderson	regular
445.	Albakri, Maram	barista	Walden & Anderson	regular
446.	Andrzejewski, Kristen	barista	Walden & Anderson	regular

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447.	Barr, Kathryn	barista	Walden & Anderson	regular
448.	Black, Jenna	barista	Walden & Anderson	regular
449.	Bonafede, Mariah	barista	Walden & Anderson	regular
450.	Cochran, Colin	barista	Walden & Anderson	regular
451.	Cook, Katie	shift supervisor	Walden & Anderson	regular
452.	Herrmann, Kiersten	barista	Walden & Anderson	regular
453.	Jones, Amira	barista	Walden & Anderson	regular
454.	Kleindinst, Ashley	shift supervisor	Walden & Anderson	regular
455.	Kraft, Zoe	barista	Walden & Anderson	regular
456.	Light, Bree	barista	Walden & Anderson	regular
457.	Mox, Ryan	barista	Walden & Anderson	regular
458.	Prospero, Teghan	barista	Walden & Anderson	regular
459.	Redmond, Liam	barista	Walden & Anderson	regular
460.	Schreiber, Sydney	barista	Walden & Anderson	regular
461.	Scott, Hannah	shift supervisor	Walden & Anderson	regular
462.	Seiflein, Teena	shift supervisor	Walden & Anderson	regular
463.	Shaw, Taylor	shift supervisor	Walden & Anderson	regular
464.	Smith, Francis	shift supervisor	Walden & Anderson	regular
465.	Speicher, Lily	barista	Walden & Anderson	regular
466.	Webb, Amari	barista	Walden & Anderson	regular
467.	Bailey, Crystal	shift supervisor	Walden Galleria	regular
468.	Banaszak, Samantha	shift supervisor	Walden Galleria	regular
469.	Brill, Bobbi	barista	Walden Galleria	regular
470.	Chrzanowski, Lilimae	barista	Walden Galleria	regular
471.	Doherty, Róisín	barista	Walden Galleria	regular
472.	Eisenhardt, River	barista	Walden Galleria	regular
473.	Hersee, Maggie	shift supervisor	Walden Galleria	regular
474.	Kim Dao, My	barista	Walden Galleria	regular

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Voter List for Position Statement  
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475.	Krehbiel, Freddi	barista	Walden Galleria	regular
476.	Leffler, Callie	shift supervisor	Walden Galleria	regular
477.	O'hare, Erin	shift supervisor	Walden Galleria	regular
478.	Quarles, Kendra	barista	Walden Galleria	regular
479.	Sherer, Destiny	barista	Walden Galleria	regular
480.	Vitaris, Jordyn	barista	Walden Galleria	regular
481.	Beyer, Halie	barista	Williamsville Place	regular
482.	Celmer, Shannon	barista	Williamsville Place	regular
483.	Collins, Ryan	barista	Williamsville Place	regular
484.	Conte, Alea	barista	Williamsville Place	regular
485.	Conway, Emma	barista	Williamsville Place	regular
486.	Cook, Caitlin	shift supervisor	Williamsville Place	regular
487.	East, Caroline	barista	Williamsville Place	regular
488.	Fitzgerald, John	shift supervisor	Williamsville Place	regular
489.	Hare, Anastasia	shift supervisor	Williamsville Place	regular
490.	Howell, Kimberly	barista	Williamsville Place	regular
491.	Kistler, Brittany	shift supervisor	Williamsville Place	regular
492.	Lampke, Bridget	barista	Williamsville Place	regular
493.	Lott, Amanda	barista	Williamsville Place	regular
494.	Matzkin, Alana	barista	Williamsville Place	regular
495.	Moore, Casey	barista	Williamsville Place	regular
496.	Narinesingh, Matt	barista	Williamsville Place	regular
497.	Schiro, Vince	barista	Williamsville Place	regular
498.	Tripi, Julia	barista	Williamsville Place	regular
499.	Tripoli, Marissa	barista	Williamsville Place	regular
500.	Wahlgren, Emily	barista	Williamsville Place	regular
501.	Wisniewski, Jonathan	barista	Williamsville Place	regular
502.	Balo, Tia	barista	Williamsville, Main St.	regular

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Starbucks Coffee Company  
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503.	Beals, Courtney	barista	Williamsville, Main St.	regular
504.	Bendersky, Lori	barista	Williamsville, Main St.	regular
505.	Boeing, Allie	barista	Williamsville, Main St.	regular
506.	Bogold, Megan	barista	Williamsville, Main St.	regular
507.	Calandra, Lauren	barista	Williamsville, Main St.	regular
508.	Campobello, Heather	barista	Williamsville, Main St.	regular
509.	Challoob, Shay	barista	Williamsville, Main St.	regular
510.	Chorazak, Gillian	barista	Williamsville, Main St.	regular
511.	Clark, Kylie	barista	Williamsville, Main St.	regular
512.	Clark-Hyatt, Kiara	barista	Williamsville, Main St.	regular
513.	Connelly, Jacqueline	barista	Williamsville, Main St.	regular
514.	Cumberland, Tayte	barista	Williamsville, Main St.	regular
515.	Dacosta Jr., Danny	barista	Williamsville, Main St.	regular
516.	Daugherty, Daphne	barista	Williamsville, Main St.	regular
517.	Dejesus, Lourdes	barista	Williamsville, Main St.	regular
518.	Ettaro, Gerard	barista	Williamsville, Main St.	regular
519.	Falconer, Katelyn	barista	Williamsville, Main St.	regular
520.	Haider, Haider	barista	Williamsville, Main St.	regular
521.	Johnson, Cory	barista	Williamsville, Main St.	regular
522.	Jurkowski, Julie	barista	Williamsville, Main St.	regular
523.	Kenerson, Garret	shift supervisor	Williamsville, Main St.	regular
524.	Kurtyko, Danuta	shift supervisor	Williamsville, Main St.	regular
525.	Malinowski, Shannon	shift supervisor	Williamsville, Main St.	regular
526.	Morris, Kai	barista	Williamsville, Main St.	regular
527.	Ramzan, Azry	barista	Williamsville, Main St.	regular
528.	Reynolds, Ben	barista	Williamsville, Main St.	regular
529.	Rosche, Alex	shift supervisor	Williamsville, Main St.	regular
530.	Smith, Jada	shift supervisor	Williamsville, Main St.	regular

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Starbucks Coffee Company  
NLRB Case No.: 03-RC-282115  
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531.	Southern, India	barista	Williamsville, Main St.	regular
532.	Villanueva, Nina	barista	Williamsville, Main St.	regular
533.	Weaver, Desirae	shift supervisor	Williamsville, Main St.	regular
534.	Wieczorek, Ryleigh	barista	Williamsville, Main St.	regular
535.	Yerramsetty, Kenn	barista	Williamsville, Main St.	regular

Store Addresses:

- Store #7318 - The Commons - Buffalo University 520 Lee Entrance, Buffalo, NY 14228
- Store #7327 - Amherst, Niagara Falls Blvd. - 1703 Niagara Falls Blvd., Buffalo, NY 14228
- Store #7337 - Transit and Maple Road - 8100 Transit Road, Suite 100 Williamsville, NY 14221
- Store # 7381 - Elmwood - 933 Elmwood, Buffalo, NY 14222
- Store # 7448 - 235 Delaware Avenue - 235 Delaware Avenue, Buffalo, NY 14202
- Store # 7486 – Hamburg -3540 McKinley Parkway, Buffalo, NY 14219
- Store # 7665 - Transit & French - 4770 Transit Rd., Depew, NY 14043
- Store #7799 - Delaware & Kenmore - 2730 Delaware Avenue, Buffalo, NY 14216
- Store #7938 - Williamsville Place - 5395 Sheridan Dr., Buffalo, NY 14221
- Store # 10750 -Transit Commons - 9660 Transit Rd., Suite 101, East Amherst, NY 14051
- Store # 23917 - Cheektowaga - Buffalo Airport - 4255 Genesee St., Suite 100, Cheektowaga, NY 14225
- Store #63771 - Orchard Park Hwy 20 - 3235 Southwestern Blvd., Orchard Park, NY 14127
- Store # 59087 -Hamburg, Camp Road - 5120 Camp Rd., Hamburg, NY 14075
- Store # 7340 - Main St. Williamsville – 5265 Main St., Williamsville, NY, 14221
- Store # 7879 - Galleria Mall kiosk - 1 Walden Galleria K-04, Cheektowaga, NY 14225
- Store # 7949 - Walden Anderson -1775 Walden Ave, Cheektowaga, NY 14225
- Store # 19901 - Niagara falls, Niagara fall Blvd. - 6690 Niagara Falls Blvd, Niagara Falls, NY 14304
- Store # 22882 - Lancaster Regal - 6707 Transit Rd #100, Buffalo, NY 14221
- Store #47843 - Sheridan Drive and North Bailey - 3186 Sheridan Drive 100. Buffalo 14226

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Starbucks Coffee Company

NLRB Case No.: 03-RC-282115

Voter List for Position Statement

ATTACHMENT C

- Store #50060 - East Robinson/ Niagara falls Blvd. - 3015 Niagara Falls Blvd, Amherst, NY 14228

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Starbucks Corporation  
NLRB Cases 03-RC-285929, 03-RC-285986, 03-RC-285989  
Employee List for Position Statement

	<b>Full Employee Name (Last, First)</b>	<b>Work Location</b>	<b>Job Classification</b>	<b>Shift<sup>1</sup></b>
1.	Abdallah, Noelle	10750 Transit Commons	barista	variable
2.	Adams, Amie	7486-Hamburg	barista	variable
3.	Agliata, Lexi	47843 Sheridan and N. Bailey, Amherst	barista	variable
4.	Ahmed, Syed	7448 Delaware Avenue	barista	variable
5.	Akter, JJ	7949- Walden & Anderson	barista	variable
6.	Albert, Patricia	7486-Hamburg	barista	variable
7.	Allen, Alethea	7799- Delaware & Kenmore	barista	variable
8.	Althen, Jaime	7327- Amherst, Niagara Falls Blvd.	barista	variable
9.	Amato, Samuel	47843 Sheridan and N. Bailey, Amherst	shift supervisor	variable
10.	Amoah-Mensah, Adoma	47843 Sheridan and N. Bailey, Amherst	barista	variable
11.	Anastasi, Allegra	7448 Delaware Avenue	shift supervisor	variable
12.	Anatole, Tyler	7381- Elmwood	barista	variable
13.	Anderson, Justin	7486-Hamburg	barista	variable
14.	Andreu, Bryana	7799- Delaware & Kenmore	barista	variable
15.	Andrews, Kylie	7318- The Commons Buffalo University	barista	variable
16.	Andrzejewski, Catherine	22882- Lancaster Regal Center	barista	variable
17.	Andrzejewski, Kristen	7949- Walden & Anderson	barista	variable

<sup>1</sup> Schedules vary depending on Store hours.

Starbucks Corporation  
NLRB Cases 03-RC-285929, 03-RC-285986, 03-RC-285989  
Employee List for Position Statement

18.	Argona, Juliana	19901- Niagara Falls, Niagara Falls Blvd	barista	variable
19.	Atif, Jawad	59087-Hamburg Camp Road	shift supervisor	variable
20.	Aye, Myat	7448 Delaware Avenue	barista	variable
21.	Baehrle, Jillian	47843 Sheridan and N. Bailey, Amherst	barista	variable
22.	Baer, Abigail	23017-Cheektowaga -Buffalo Airport	barista	variable
23.	Baer, Madison	23017-Cheektowaga -Buffalo Airport	barista	variable
24.	Bailey, Alaina	7318-The Commons Buffalo University	barista	variable
25.	Bafil, Jojo	23017-Cheektowaga -Buffalo Airport	barista	variable
26.	Bailey, Crystal	7337- Transit & Maple	shift supervisor	variable
27.	Baker, Samantha	7327- Amherst, Niagara Falls Blvd.	barista	variable
28.	Balatskaya, Angelina	50060- East Robinson	barista	variable
29.	Balo, Tia	7340-Williamsville, Main Street	barista	variable
30.	Barr, Kathryn	7949- Walden & Anderson	barista	variable
31.	Bassett, Emily	7448 Delaware Avenue	barista	variable
32.	Beals, Courtney	7340-Williamsville, Main Street	barista	variable
33.	Beane, Chelsea	19901- Niagara Falls, Niagara Falls Blvd	barista	variable
34.	Beaudoin, Molly	59087-Hamburg Camp Road	barista	variable
35.	Beck, Jennifer	47843 Sheridan and N. Bailey, Amherst	barista	variable
36.	Beiger, John	7486-Hamburg	barista	variable
37.	Bell, Raven	7799- Delaware & Kenmore	barista	variable

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38.	Bellaus, Madison	7448 Delaware Avenue	barista	variable
39.	Belous, Susan	50060- East Robinson	barista	variable
40.	Benbenek, Ariana	59087-Hamburg Camp Road	barista	variable
41.	Bendersky, Lori	7340-Williamsville, Main Street	barista	variable
42.	Benjamin, Laron	50060- East Robinson	barista	variable
43.	Berghash, Gregory	7799- Delaware & Kenmore	barista	variable
44.	Bergmann, Kathryn	59087-Hamburg Camp Road	barista	variable
45.	Bernecki, James	7448 Delaware Avenue	shift supervisor	variable
46.	Beyer, Halie	7938-Williamsville Place	barista	variable
47.	Bielefeld, Maggie	7448 Delaware Avenue	barista	variable
48.	Bishop, Anthony	19901- Niagara Falls, Niagara Falls Blvd	shift supervisor	variable
49.	Bishop, Stephen	7381- Elmwood	shift supervisor	variable
50.	Black, Jenna	7949- Walden & Anderson	barista	variable
51.	Blidy, Matthew	63771-Orchard Park	barista	variable
52.	Blom, Madeleine	7327- Amherst, Niagara Falls Blvd.	barista	variable
53.	Bodden, Tyshawn	7799- Delaware & Kenmore	barista	variable
54.	Boeing, Allison	7340-Williamsville, Main Street	barista	variable
55.	Bogold, Megan	7340-Williamsville, Main Street	barista	variable
56.	Bonafede, Mariah	7949- Walden & Anderson	barista	variable
57.	Bonavito, Shannon	7665-Transit & French	barista	variable

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58.	Bonner, Ieshia	7318-The Commons Buffalo University	shift supervisor	variable
59.	Booze, Sydni	19901- Niagara Falls, Niagara Falls Blvd	barista	variable
60.	Borchert, Georgia	10750 Transit Commons	barista	variable
61.	Borrayo, Gustavo	23017-Cheektowaga -Buffalo Airport	barista	variable
62.	Boshears, Kali	7340-Williamsville, Main Street	barista	variable
63.	Bowers, Jessica	7318-The Commons Buffalo University	barista	variable
64.	Boyers, James	7665-Transit & French	barista	variable
65.	Brandy, Kaleb	7799- Delaware & Kenmore	barista	variable
66.	Braun, Jacqueline	63771-Orchard Park	barista	variable
67.	Brennan, Meghan	7337- Transit & Maple	barista	variable
68.	Brill, Bobbi	50060- East Robinson	barista	variable
69.	Brisack, Jaz	7381- Elmwood	barista	variable
70.	Brooks, Mariah	63771-Orchard Park	barista	variable
71.	Broschius, Evangeline	19901- Niagara Falls, Niagara Falls Blvd	barista	variable
72.	Brown, Ariana	7327- Amherst, Niagara Falls Blvd.	barista	variable
73.	Brown, Katlyn	7486-Hamburg	shift supervisor	variable
74.	Bryant, Alek	7949- Walden & Anderson	barista	variable
75.	Buchholz, Brittany	7327- Amherst, Niagara Falls Blvd.	shift supervisor	variable
76.	Buchholz, Brittany	7949- Walden & Anderson	barista	based on scheduling needs
77.	Buchholz, Brittany	23017-Cheektowaga -Buffalo Airport	barista	based on scheduling needs



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78.	Bulbulian, Shelby	47843 Sheridan and N. Bailey, Amherst	barista	variable
79.	Cabrera, Janae	7381- Elmwood	barista	variable
80.	Cacciato, Brendon	7448 Delaware Avenue	barista	variable
81.	Calandra, Lauren	7340-Williamsville, Main Street	barista	variable
82.	Callicutt, Joe	47843 Sheridan and N. Bailey, Amherst	shift supervisor	variable
83.	Campbell, Sarah	7337- Transit & Maple	barista	variable
84.	Campobello, Heather	7340-Williamsville, Main Street	barista	variable
85.	Capuano, Joseph	63771-Orchard Park	barista	variable
86.	Caraballo, Michael	7949- Walden & Anderson	barista	variable
87.	Cardinal, Avery	50060- East Robinson	barista	variable
88.	Carey, Lisa	7337- Transit & Maple	shift supervisor	variable
89.	Carpenter, Aleigha	7340-Williamsville, Main Street	barista	variable
90.	Carpenter, Sydney	7799- Delaware & Kenmore	shift supervisor	variable
91.	Carter, Aliyah	19901- Niagara Falls, Niagara Falls Blvd	barista	variable
92.	Carter-Bárcenas, Karina	7486-Hamburg	barista	variable
93.	Cartwright, Alexis	47843 Sheridan and N. Bailey, Amherst	barista	variable
94.	Casamassa, Christopher	7448 Delaware Avenue	shift supervisor	variable
95.	Casey, Kayla	19901- Niagara Falls, Niagara Falls Blvd	barista	variable
96.	Castellana, Maria	50060- East Robinson	barista	variable
97.	Ceesay, Saihou	10750 Transit Commons	barista	variable

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98.	Celmer, Shannon	7938-Williamsville Place	barista	variable
99.	Cerasani, Rylie	22882- Lancaster Regal Center	shift supervisor	variable
100	Challoob, Shymaa	7340-Williamsville, Main Street	barista	variable
101	Chaney-Logan, Tamea	7448 Delaware Avenue	barista	variable
102	Chorazak, Gillian	7340-Williamsville, Main Street	barista	variable
103	Christian, Jocelyn	19901- Niagara Falls, Niagara Falls Blvd	barista	variable
104	Cintron Garcia, Cola	7949- Walden & Anderson	barista	variable
105	Cisse, Rokhya	7799- Delaware & Kenmore	barista	variable
106	Clancy, Casey	7665-Transit & French	barista	variable
107	Clark, Hannah	7318-The Commons Buffalo University	barista	variable
108	Clark-Hyatt, Kiara	7340-Williamsville, Main Street	barista	variable
109	Clohessy, Deanna	7799- Delaware & Kenmore	barista	variable
110	Coates, Bethany	7799- Delaware & Kenmore	barista	variable
111	Cochran, Colin	7949- Walden & Anderson	barista	variable
112	Code, Malik	7381- Elmwood	barista	variable
113	Cofield, Alyssa	10750 Transit Commons	barista	variable
114	Cohen, Rachel	47843 Sheridan and N. Bailey, Amherst	shift supervisor	variable
115	Collazo, Zaliah	7799- Delaware & Kenmore	barista	variable
116	Collins, Abigail	7486-Hamburg	barista	variable
117	Collins, Orvis	7340-Williamsville, Main Street	barista	variable

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118	Collins, Ryan	7938-Williamsville Place	barista	variable
119	Colon, Vianca	7318-The Commons Buffalo University	barista	variable
120	Comnesso, Gabby	7318-The Commons Buffalo University	shift supervisor	variable
121	Conde, Isabella	19901- Niagara Falls, Niagara Falls Blvd	barista	variable
122	Conforti, Lauren	63771-Orchard Park	barista	variable
123	Conklin, Victoria	50060- East Robinson	shift supervisor	variable
124	Connelly, Jacqueline	7337- Transit & Maple	barista	variable
125	Conte, Alea	7938-Williamsville Place	barista	variable
126	Conway, Emmajean	7938-Williamsville Place	barista	variable
127	Conway, Shannon	7337- Transit & Maple	shift supervisor	variable
128	Cook, Caitlin	7938-Williamsville Place	shift supervisor	variable
129	Cooke, Anastasia	7665-Transit & French	barista	variable
130	Cordwell jr., Peter	7486-Hamburg	barista	variable
131	Cornwell, Julia	7337- Transit & Maple	shift supervisor	variable
132	Corthion, Latia	22882- Lancaster Regal Center	shift supervisor	variable
133	Coughlin, Jack	47843 Sheridan and N. Bailey, Amherst	barista	variable
134	Coughlin, Joshua	7448 Delaware Avenue	barista	variable
135	Courtney, Lisa	7799- Delaware & Kenmore	barista	variable
136	Craig, Hannah	7486-Hamburg	barista	variable
137	Cremean, Elisa	22882- Lancaster Regal Center	barista	variable

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138	Crowe, Christina	47843 Sheridan and N. Bailey, Amherst	barista	variable
139	Cruz, Eden	7799- Delaware & Kenmore	barista	variable
140	Cummings, Caitlin	47843 Sheridan and N. Bailey, Amherst	barista	variable
141	Cummings, Rebekkah	7486-Hamburg	barista	variable
142	Curry, Janya	7448 Delaware Avenue	barista	variable
143	Cutlip, Willow	19901- Niagara Falls, Niagara Falls Blvd	barista	variable
144	Dabney, De'juan	63771-Orchard Park	barista	variable
145	Dacosta Jr., Danny	7340-Williamsville, Main Street	barista	variable
146	Damato, Francesca	63771-Orchard Park	barista	variable
147	D'angelo-diel, Gabriel	7799- Delaware & Kenmore	barista	variable
148	Davis, Jayden	7381- Elmwood	barista	variable
149	Dean, Alexa	50060- East Robinson	barista	variable
150	Defranco, Briana	7337- Transit & Maple	barista	variable
151	Dejesus, Lillian	7327- Amherst, Niagara Falls Blvd.	shift supervisor	variable
152	Dejesus, Lourdes	7340-Williamsville, Main Street	barista	variable
153	Delgado Collazo, Henry	47843 Sheridan and N. Bailey, Amherst	barista	variable
154	Dentice, Coral	7949- Walden & Anderson	barista	variable
155	Destefano, Alie	7318-The Commons Buffalo University	barista	variable
156	Detomaso, Danielle	59087-Hamburg Camp Road	barista	variable
157	Diamond, Lindsay	23017-Cheektowaga -Buffalo Airport	barista	variable

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158	Dickty, Caitlin	7486-Hamburg	shift supervisor	variable
159	Digiacomio, Jackson	23017-Cheektowaga -Buffalo Airport	Barisa	variable
160	Digiulio, Blue	7381- Elmwood	barista	variable
161	Dilek, Ezgi	7799- Delaware & Kenmore	shift supervisor	variable
162	Disha, Rubaya	7799- Delaware & Kenmore	shift supervisor	variable
163	Disorbo, Kayla	50060- East Robinson	shift supervisor	variable
164	Dispenza, Beaux	7381- Elmwood	barista	variable
165	Do, Tammy	7318-The Commons Buffalo University	barista	variable
166	Doherty, Róisín	7448 Delaware Avenue	barista	variable
167	Domzalski, Kelsey	7337- Transit & Maple	barista	variable
168	Donofrio, Lori	7799- Delaware & Kenmore	barista	variable
169	Donovan II, Michael	7381- Elmwood	shift supervisor	variable
170	Donovan, Jessica	19901- Niagara Falls, Niagara Falls Blvd	barista	variable
171	Donovan, Mikaela	7337- Transit & Maple	shift supervisor	variable
172	Douglas, Avrium	7486-Hamburg	barista	variable
173	Dragic, Danka	23017-Cheektowaga -Buffalo Airport	shift supervisor	variable
174	Dragonette, Ashley	19901- Niagara Falls, Niagara Falls Blvd	barista	variable
175	Drake, Victoria	59087-Hamburg Camp Road	barista	variable
176	Draves, Jovan	7448 Delaware Avenue	barista	variable
177	Dudzic, Angela	7381- Elmwood	barista	variable

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178	Duggan, Erin	59087-Hamburg Camp Road	barista	variable
179	Duggan, Laura	7665-Transit & French	barista	variable
180	Duggan, William	7486-Hamburg	barista	variable
181	Dunkle, Layla	7486-Hamburg	barista	variable
182	Dzialak, Haley	47843 Sheridan and N. Bailey, Amherst	barista	variable
183	East, Caroline	7938-Williamsville Place	barista	variable
184	Edmond, Brianna	7327- Amherst, Niagara Falls Blvd.	barista	variable
185	Edwards, Ashley	23017-Cheektowaga -Buffalo Airport	barista	variable
186	Eisen, Michelle	7381- Elmwood	barista	variable
187	Eisenhardt, Hannah	22882- Lancaster Regal Center	barista	variable
188	Ekberg, Jason	22882- Lancaster Regal Center	barista	variable
189	Elliot, Ember	7949- Walden & Anderson	barista	variable
190	Ely, Shawn	7665-Transit & French	barista	variable
191	Emler, Madison	7337- Transit & Maple	barista	variable
192	Encarnacion, Angelic	47843 Sheridan and N. Bailey, Amherst	barista	variable
193	Ernst, Allison	10750 Transit Commons	barista	variable
194	Esford, Katerina	7327- Amherst, Niagara Falls Blvd.	shift supervisor	variable
195	Esford, Katerina	23017-Cheektowaga -Buffalo Airport	shift supervisor	based on scheduling needs
196	Ettaro, Gerard	7340-Williamsville, Main Street	barista	variable
197	Fair, Ashlyn	7949- Walden & Anderson	barista	variable

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198	Falconer, Katelyn	7340-Williamsville, Main Street	barista	variable
199	Felong, Emily	50060- East Robinson	barista	variable
200	Fetkenhour, Lucia	7318-The Commons Buffalo University	barista	variable
201	Feuerstein, Kelly	22882- Lancaster Regal Center	shift supervisor	variable
202	Field, Zachary	7799- Delaware & Kenmore	barista	variable
203	Figueroa harris, Francesca	7486-Hamburg	shift supervisor	variable
204	Filipowski, Heather	10750 Transit Commons	shift supervisor	variable
205	Fillion, Peter	50060- East Robinson	barista	variable
206	Fish, Jamie	7799- Delaware & Kenmore	barista	variable
207	Fitzgerald, John	7938-Williamsville Place	shift supervisor	variable
208	Fleischer, Cassie	7381- Elmwood	barista	variable
209	Flick, Ryan	7799- Delaware & Kenmore	barista	variable
210	Flowers, Brooklynn	63771-Orchard Park	barista	variable
211	Foglia, Anthony	7318-The Commons Buffalo University	barista	variable
212	Folaron, Rachel	63771-Orchard Park	shift supervisor	variable
213	Foltz, Emily	10750 Transit Commons	barista	variable
214	Fong, Ryan	47843 Sheridan and N. Bailey, Amherst	barista	variable
215	Franck, Genevieve	7318-The Commons Buffalo University	barista	variable
216	Frankenberger, Alana	7799- Delaware & Kenmore	barista	variable
217	Franklin, Akyng	10750 Transit Commons	barista	variable

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218	Frawley, Taryn	7318-The Commons Buffalo University	barista	variable
219	Freifeld, Jonathan	7318-The Commons Buffalo University	barista	variable
220	Froom, Katie	47843 Sheridan and N. Bailey, Amherst	shift supervisor	variable
221	Fuentes, Sole	63771-Orchard Park	barista	variable
222	Fuentes-Frysz, Christopher	7327- Amherst, Niagara Falls Blvd.	shift supervisor	variable
223	Fuentes-Frysz, Christopher	23017-Cheektowaga -Buffalo Airport	shift supervisor	based on scheduling needs
224	Fuerstinger, Rachel	10750 Transit Commons	shift supervisor	variable
225	Gabrielli, Hayley	7448 Delaware Avenue	barista	variable
226	Gallo, Gianna	50060- East Robinson	barista	variable
227	Garrison, Jett	23017-Cheektowaga -Buffalo Airport	barista	variable
228	Gauthier, Nash	7665-Transit & French	barista	variable
229	Geniti, CJ	59087-Hamburg Camp Road	barista	variable
230	Gentil, Leyla	7381- Elmwood	barista	variable
231	Gerbracht, Sophia	7486-Hamburg	barista	variable
232	Giacobello, Nicholas	7665-Transit & French	barista	variable
233	Giangreco-Marotta, Sal	7665-Transit & French	barista	variable
234	Gill, Yasmine	47843 Sheridan and N. Bailey, Amherst	barista	variable
235	Gillen, Megan	47843 Sheridan and N. Bailey, Amherst	shift supervisor	variable
236	Ginsberg, Kat	7381- Elmwood	barista	variable
237	Goldberg, David	7799- Delaware & Kenmore	barista	variable



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238	Golden, Donny	59087-Hamburg Camp Road	barista	variable
239	Goldenberg, Ash	47843 Sheridan and N. Bailey, Amherst	barista	variable
240	Gollwitzer, Myke	7381- Elmwood	barista	variable
241	Gomez, Iliana	7448 Delaware Avenue	shift supervisor	variable
242	Gonzalez, Tatyana	7381- Elmwood	shift supervisor	variable
243	Gott, Lexie	22882- Lancaster Regal Center	barista	variable
244	Gramza, Kelsey	7665-Transit & French	barista	variable
245	Grasta, Abby	7327- Amherst, Niagara Falls Blvd.	barista	variable
246	Grasta, Abby	23017-Cheektowaga -Buffalo Airport	barista	based on scheduling needs
247	Green, Yazminn	23017-Cheektowaga -Buffalo Airport	barista	variable
248	Greenspan, Mimi	47843 Sheridan and N. Bailey, Amherst	barista	variable
249	Griffith, Matthew	10750 Transit Commons	shift supervisor	variable
250	Grube, MJ	59087-Hamburg Camp Road	barista	variable
251	Guay, Nicholas	7327- Amherst, Niagara Falls Blvd.	barista	variable
252	Guay, Nicholas	23017-Cheektowaga -Buffalo Airport	barista	based on scheduling needs
253	Gurskiy, Tati	47843 Sheridan and N. Bailey, Amherst	shift supervisor	variable
254	Haefner, Christopher	19901- Niagara Falls, Niagara Falls Blvd	shift supervisor	variable
255	Haefner, Steven	19901- Niagara Falls, Niagara Falls Blvd	shift supervisor	variable
256	Hager, Alyster	47843 Sheridan and N. Bailey, Amherst	barista	variable
257	Haider, Fatin	7340-Williamsville, Main Street	barista	variable

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258	Hansen, Ronald	7486-Hamburg	barista	variable
259	Harden, Kaylah	7318-The Commons Buffalo University	barista	variable
260	Hare, Anastasia	7938-Williamsville Place	shift supervisor	variable
261	Harris, Daria	19901- Niagara Falls, Niagara Falls Blvd	barista	variable
262	Harris, Johanna	7318-The Commons Buffalo University	barista	variable
263	Harrison, Cortlin	7381- Elmwood	barista	variable
264	Hartke, Shelby	59087-Hamburg Camp Road	barista	variable
265	Hassan, Bryanna	59087-Hamburg Camp Road	barista	variable
266	Hatten, Antwoine	7448 Delaware Avenue	barista	variable
267	Hayes, Sierra	22882- Lancaster Regal Center	barista	variable
268	Heatherly, Josiah	59087-Hamburg Camp Road	barista	variable
269	Hejmanowski, Renee	47843 Sheridan and N. Bailey, Amherst	shift supervisor	variable
270	Herrmann, Kiersten	7949- Walden & Anderson	barista	variable
271	Heutmaker, LaRue	7381- Elmwood	barista	variable
272	Hirsch, Emily	7381- Elmwood	shift supervisor	variable
273	Hockenberry, Ariana	10750 Transit Commons	barista	variable
274	Homer, Jacob	7799- Delaware & Kenmore	barista	variable
275	Hood, Alexandra	50060- East Robinson	shift supervisor	variable
276	Hopkins, Marcus	7448 Delaware Avenue	shift supervisor	variable
277	Horton, Vanessa	7327- Amherst, Niagara Falls Blvd.	shift supervisor	variable

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278	Howell, Kimberly	7938-Williamsville Place	barista	variable
279	Hueber, Nicole	63771-Orchard Park	barista	variable
280	Hunt, Alanda	7949- Walden & Anderson	barista	variable
281	Hunter, Alexis	22882- Lancaster Regal Center	barista	variable
282	Imagna, Amelia	47843 Sheridan and N. Bailey, Amherst	barista	variable
283	Incorvia, Rachel	7799- Delaware & Kenmore	barista	variable
284	Ingalls, Grace	19901- Niagara Falls, Niagara Falls Blvd	barista	variable
285	Inserra, Gabrielle	7486-Hamburg	barista	variable
286	Islam, Zanat	47843 Sheridan and N. Bailey, Amherst	barista	variable
287	Jackson, Matthew	23017-Cheektowaga -Buffalo Airport	barista	variable
288	Jackson, Sam	7318-The Commons Buffalo University	barista	variable
289	Jacobs, Leeann	23017-Cheektowaga -Buffalo Airport	barista	variable
290	James, Otisha	7799- Delaware & Kenmore	barista	variable
291	Jameson, Sydney	7665-Transit & French	shift supervisor	variable
292	Janca, Brandon	23017-Cheektowaga -Buffalo Airport	barista	variable
293	Jankiewicz, Maeve	50060- East Robinson	barista	variable
294	Jaquith, Brennan	7799- Delaware & Kenmore	barista	variable
295	Jemmison, Niko	23017-Cheektowaga -Buffalo Airport	barista	variable
296	Jenkins, Elisha	50060- East Robinson	barista	variable
297	Jerabek, Andrew	47843 Sheridan and N. Bailey, Amherst	barista	variable

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298	Johns, Briana	63771-Orchard Park	shift supervisor	variable
299	Johnson, Cory	7340-Williamsville, Main Street	barista	variable
300	Johnson, Danielle	10750 Transit Commons	barista	variable
301	Jones, Amira	7949- Walden & Anderson	barista	variable
302	Jones, Kiana	7799- Delaware & Kenmore	barista	variable
303	Jovanovski, Taylor	7665-Transit & French	shift supervisor	variable
304	Junjulas, Mackenzie	7318-The Commons Buffalo University	shift supervisor	variable
305	Jurkowski, Julianna	7340-Williamsville, Main Street	barista	variable
306	Kaganovich, Dan	7318-The Commons Buffalo University	barista	variable
307	Kam, Gianna	23017-Cheektowaga -Buffalo Airport	barista	variable
308	Kanavel, Danelle	59087-Hamburg Camp Road	shift supervisor	variable
309	Kane, Kaire	7318-The Commons Buffalo University	barista	variable
310	Kappel, John	23017-Cheektowaga -Buffalo Airport	barista	variable
311	Keenan, Emma	23017-Cheektowaga -Buffalo Airport	barista	variable
312	Kelsey, Alyssa	47843 Sheridan and N. Bailey, Amherst	barista	variable
313	Kenerson, Garret	7340-Williamsville, Main Street	shift supervisor	variable
314	Keyes, Mellennia	7448 Delaware Avenue	barista	variable
315	Khan, Khadija	7327- Amherst, Niagara Falls Blvd.	barista	variable
316	Kidd, Erin	7381- Elmwood	barista	variable
317	Kirst, Kaylie	63771-Orchard Park	barista	variable

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318	Kistler, Brittany	7938-Williamsville Place	shift supervisor	variable
319	Kleindinst, Ashley	7448 Delaware Avenue	shift supervisor	variable
320	Koch, Cade	7327- Amherst, Niagara Falls Blvd.	barista	variable
321	Kowalski, Madison	7486-Hamburg	barista	variable
322	Krempa, Angel	7665-Transit & French	shift supervisor	variable
323	Krishnakumar, Nila	23017-Cheektowaga -Buffalo Airport	barista	variable
324	Kroneiss, Rachael	7799- Delaware & Kenmore	barista	variable
325	Krueger, Stephanie	7486-Hamburg	shift supervisor	variable
326	Kubas, Alyssa	50060- East Robinson	barista	variable
327	Kurtyko, Danuta	7340-Williamsville, Main Street	shift supervisor	variable
328	Kutzbach, Isabella	7799- Delaware & Kenmore	barista	variable
329	Lamacchia, Nathan	50060- East Robinson	barista	variable
330	Lammens, Sean	47843 Sheridan and N. Bailey, Amherst	barista	variable
331	Lampke, Bridget	7938-Williamsville Place	barista	variable
332	Langevin, Aynsley	7337- Transit & Maple	barista	variable
333	Larson, Samantha	7665-Transit & French	barista	variable
334	Laskowski, Zoe	7318-The Commons Buffalo University	barista	variable
335	Laspesa, Andrew	22882- Lancaster Regal Center	barista	variable
336	Lawson, Carly	59087-Hamburg Camp Road	barista	variable
337	Lectora, Melissa	10750 Transit Commons	barista	variable

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338	Leffler, Callie	7949- Walden & Anderson	shift supervisor	variable
339	Lemmon, Jessica	22882- Lancaster Regal Center	shift supervisor	variable
340	Lerczak, Caroline	23017-Cheektowaga -Buffalo Airport	shift supervisor	variable
341	Lichtenthal, Emily	7337- Transit & Maple	barista	variable
342	Lichtenthal, Sarah	10750 Transit Commons	barista	variable
343	Light, Bree	7949- Walden & Anderson	barista	variable
344	Lin, Jennifer	7337- Transit & Maple	barista	variable
345	Linn, Mia	7340-Williamsville, Main Street	barista	variable
346	Little, Nichelle	19901- Niagara Falls, Niagara Falls Blvd	barista	variable
347	Lobalsamo, Maria	50060- East Robinson	barista	variable
348	Locati, Andrea	63771-Orchard Park	barista	variable
349	Loncarevich, Juliet	63771-Orchard Park	barista	variable
350	Lora, Elian	59087-Hamburg Camp Road	barista	variable
351	Love, Jahdiaum	50060- East Robinson	barista	variable
352	Lulu, Derar	7318-The Commons Buffalo University	barista	variable
353	Lyke, Sarah	63771-Orchard Park	barista	variable
354	Lymberpolous, Katherine	19901- Niagara Falls, Niagara Falls Blvd	barista	variable
355	Lyons, Shariah	7381- Elmwood	barista	variable
356	Maglio, Guiliana	50060- East Robinson	barista	variable
357	Magrich, Katherine	7665-Transit & French	barista	variable

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358	Malinowski, Shannon	7340-Williamsville, Main Street	shift supervisor	variable
359	Maloney, Emily	22882- Lancaster Regal Center	barista	variable
360	Marciniak, Brianna	7381- Elmwood	barista	variable
361	Marks, Alisa	23017-Cheektowaga -Buffalo Airport	barista	variable
362	Marrano, Jillian	23017-Cheektowaga -Buffalo Airport	barista	variable
363	Massenburg, Aashe	7448 Delaware Avenue	barista	variable
364	Matzkin, Alana	7938-Williamsville Place	barista	variable
365	Mcdaniel, Kourtnei	7665-Transit & French	barista	variable
366	Mcelwain, Alex	63771-Orchard Park	shift supervisor	variable
367	McKean, Robin	47843 Sheridan and N. Bailey, Amherst	barista	variable
368	Mcmullen, Colleen	47843 Sheridan and N. Bailey, Amherst	barista	variable
369	Mears, Bridgette	63771-Orchard Park	barista	variable
370	Mendez, Joshua	7381- Elmwood	barista	variable
371	Messina, Allison	7486-Hamburg	barista	variable
372	Meyer, Kathryn	7665-Transit & French	barista	variable
373	Michels, Alexandra	22882- Lancaster Regal Center	shift supervisor	variable
374	Milanez, Diamond	7949- Walden & Anderson	barista	variable
375	Miller, Emily	22882- Lancaster Regal Center	barista	variable
376	Miller, Sarah	7486-Hamburg	barista	variable
377	Milliman, Cassidy	10750 Transit Commons	shift supervisor	variable

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378	Miranda, Skyler	59087-Hamburg Camp Road	barista	variable
379	Mitravich, Gabriella	19901- Niagara Falls, Niagara Falls Blvd	barista	variable
380	Mogavero, Devyn	7799- Delaware & Kenmore	barista	variable
381	Molett, Marissa	7448 Delaware Avenue	barista	variable
382	Montanye, Kellen	7381- Elmwood	barista	variable
383	Moore, Casey	7938-Williamsville Place	barista	variable
384	Moore, Jacob	10750 Transit Commons	barista	variable
385	Moore, Sarah	50060- East Robinson	barista	variable
386	Morales, Deanna	7799- Delaware & Kenmore	shift supervisor	variable
387	Morgan, Faith	10750 Transit Commons	barista	variable
388	Morris, Jordyn	7340-Williamsville, Main Street	barista	variable
389	Morse, Ian	7799- Delaware & Kenmore	barista	variable
390	Mox, Ryan	23017-Cheektowaga -Buffalo Airport	barista	based on scheduling needs
391	Mox, Ryan	59087-Hamburg Camp Road	barista	variable
392	Moxley, Sydney	7327- Amherst, Niagara Falls Blvd.	shift supervisor	variable
393	Moxley, Sydney	23017-Cheektowaga -Buffalo Airport	shift supervisor	based on scheduling needs
394	Munoz, Isabella	50060- East Robinson	barista	variable
395	Murphy, Destiny	7448 Delaware Avenue	barista	variable
396	Murphy, Kayla	7337- Transit & Maple	barista	variable
397	Murray, Brian	22882- Lancaster Regal Center	barista	variable



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398	Mutton, Grey	59087-Hamburg Camp Road	barista	variable
399	Nadeau, Mary	19901- Niagara Falls, Niagara Falls Blvd	shift supervisor	variable
400	Nappo, Dominic	7448 Delaware Avenue	barista	variable
401	Nappo, Isabella	7337- Transit & Maple	barista	variable
402	Narinesingh, Matthew	7938-Williamsville Place	barista	variable
403	Nasby, Joe	7665-Transit & French	shift supervisor	variable
404	Nealon, Elizabeth	7327- Amherst, Niagara Falls Blvd.	barista	variable
405	Neerbasch, William	19901- Niagara Falls, Niagara Falls Blvd	barista	variable
406	Neil, Yasmin	7318-The Commons Buffalo University	barista	variable
407	Netto, Lindsay	7337- Transit & Maple	barista	variable
408	Newsome, Diamond	19901- Niagara Falls, Niagara Falls Blvd	barista	variable
409	Nguyen, Vy	7318-The Commons Buffalo University	barista	variable
410	Nichols, Toni	47843 Sheridan and N. Bailey, Amherst	barista	variable
411	Nickerson, Michelle	7949- Walden & Anderson	barista	variable
412	Nicolaides, Ilianna	7340-Williamsville, Main Street	barista	variable
413	Nieves, Jon	23017-Cheektowaga -Buffalo Airport	shift supervisor	variable
414	Nii-addy, Will	47843 Sheridan and N. Bailey, Amherst	barista	variable
415	Norton, Danielle	7665-Transit & French	barista	variable
416	Norton, Nicole	7665-Transit & French	barista	variable
417	Nowicki, Joshua	22882- Lancaster Regal Center	barista	variable

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418	Oaks, Ashlyn	7949- Walden & Anderson	barista	variable
419	Oberther, Scott	7665-Transit & French	barista	variable
420	O'Brien, Maeve	47843 Sheridan and N. Bailey, Amherst	barista	variable
421	O'Connor, Aidan	47843 Sheridan and N. Bailey, Amherst	barista	variable
422	O'hare, Erin	7340-Williamsville, Main Street	shift supervisor	variable
423	Olson, Conner	7448 Delaware Avenue	barista	variable
424	O'Malley, Bill	7665-Transit & French	barista	variable
425	Oschip, Kacie	7337- Transit & Maple	barista	variable
426	O'Sullivan, Rachel	7949- Walden & Anderson	shift supervisor	variable
427	Outhouse, Katie	50060- East Robinson	barista	variable
428	Oviatt, Amelia	50060- East Robinson	barista	variable
429	Paciorkowski, Ashley	63771-Orchard Park	barista	variable
430	Palumbo, Christopher	10750 Transit Commons	barista	variable
431	Panos, Maya	7381- Elmwood	barista	variable
432	Papero, Adam	7318-The Commons Buffalo University	shift supervisor	variable
433	Parham, Kevin	7381- Elmwood	barista	variable
434	Park, Minwoo	7665-Transit & French	shift supervisor	variable
435	Parmelee, Chloe	7318-The Commons Buffalo University	barista	variable
436	Parzymieso, Lily	63771-Orchard Park	barista	variable
437	Pascarella, Giovanna	7938-Williamsville Place	barista	variable

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438	Pascual, Jeremy	7381- Elmwood	shift supervisor	variable
439	Paso, Marko	47843 Sheridan and N. Bailey, Amherst	barista	variable
440	Pasquantino, Nina	10750 Transit Commons	barista	variable
441	Pasquarette, Aiden	19901- Niagara Falls, Niagara Falls Blvd	barista	variable
442	Passanese, Noah	19901- Niagara Falls, Niagara Falls Blvd	barista	variable
443	Pawlikowski, Bethany	7337- Transit & Maple	barista	variable
444	Pawlowski, Jess	23017-Cheektowaga -Buffalo Airport	barista	variable
445	Penvose, Jenna	23017-Cheektowaga -Buffalo Airport	barista	variable
446	Pero, Katie	63771-Orchard Park	shift supervisor	variable
447	Perrin, Kayla	63771-Orchard Park	barista	variable
448	Perry, Erin	10750 Transit Commons	barista	variable
449	Petrone, Melanie	7448 Delaware Avenue	shift supervisor	variable
450	Pfleuger, Elissa	59087-Hamburg Camp Road	barista	variable
451	Phillips, Aliyah	7448 Delaware Avenue	barista	variable
452	Pike, Josh	59087-Hamburg Camp Road	shift supervisor	variable
453	Polek, Sarah	50060- East Robinson	barista	variable
454	Pomposelli, Victoria	7327- Amherst, Niagara Falls Blvd.	barista	variable
455	Porcari, Jack	7327- Amherst, Niagara Falls Blvd.	barista	variable
456	Poremba, Gianna	19901- Niagara Falls, Niagara Falls Blvd	barista	variable
457	Price, Kyla	7799- Delaware & Kenmore	shift supervisor	variable

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458	Prospero, Teghan	7949- Walden & Anderson	barista	variable
459	Pulichene, Patricia	23017-Cheektowaga -Buffalo Airport	shift supervisor	variable
460	Quarles, Kendra	23017-Cheektowaga -Buffalo Airport	barista	variable
461	Ragsdale, Kiahesha	7327- Amherst, Niagara Falls Blvd.	barista	variable
462	Ramzan, Azry	7340-Williamsville, Main Street	barista	variable
463	Ranick, Alex	23017-Cheektowaga -Buffalo Airport	shift supervisor	variable
464	Rauf, Mariah	7337- Transit & Maple	shift supervisor	variable
465	Rebmann, RJ	23017-Cheektowaga -Buffalo Airport	barista	variable
466	Redfearn, Emory	22882- Lancaster Regal Center	barista	variable
467	Redmond, Liam	7949- Walden & Anderson	barista	variable
468	Reed, Austin	7381- Elmwood	shift supervisor	variable
469	Reeve, Gianna	59087-Hamburg Camp Road	shift supervisor	variable
470	Regan, Patrick	63771-Orchard Park	barista	variable
471	Ressler, Amy	7337- Transit & Maple	barista	variable
472	Reynolds, Benjamin	7340-Williamsville, Main Street	barista	variable
473	Reynolds, Kehala	19901- Niagara Falls, Niagara Falls Blvd	shift supervisor	variable
474	Rice, Mariah	63771-Orchard Park	barista	variable
475	Rinallo, Dominic	19901- Niagara Falls, Niagara Falls Blvd	barista	variable
476	Rine, Alana	7949- Walden & Anderson	barista	variable
477	Ritchie, Matthew	7327- Amherst, Niagara Falls Blvd.	shift supervisor	variable

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478	Ritchie, Matthew	23017-Cheektowaga -Buffalo Airport	shift supervisor	based on scheduling needs
479	Rizzo, Lexi	23017-Cheektowaga -Buffalo Airport	shift supervisor	variable
480	Rojas, Danny	47843 Sheridan and N. Bailey, Amherst	shift supervisor	variable
481	Rojas, Steven	7665-Transit & French	barista	variable
482	Roma, Juliette	50060- East Robinson	barista	variable
483	Roosevelt, Camille	7448 Delaware Avenue	shift supervisor	variable
484	Rosa, Leah	10750 Transit Commons	barista	variable
485	Rosche, Alex	7381- Elmwood	shift supervisor	based on scheduling needs
486	Rosche, Alex	7340-Williamsville, Main Street	shift supervisor	variable
487	Roth, Zoë	7337- Transit & Maple	barista	variable
488	Royer, Elizabeth	50060- East Robinson	shift supervisor	variable
489	Rozicki, Julia	50060- East Robinson	shift supervisor	variable
490	Rutski, Cait	23017-Cheektowaga -Buffalo Airport	barista	variable
491	Rybat, Ashtin	22882- Lancaster Regal Center	barista	variable
492	Saad, Kailey	7337- Transit & Maple	shift supervisor	variable
493	Saddler, Jamyra	50060- East Robinson	barista	variable
494	Saleem, Hassan	7327- Amherst, Niagara Falls Blvd.	barista	variable
495	Sanabria, Michael	10750 Transit Commons	barista	variable
496	Sanchez, Keira	63771-Orchard Park	barista	variable
497	Sansoucie, Haley	59087-Hamburg Camp Road	shift supervisor	variable

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498	Santoro-Bissett, Trenton	7318-The Commons Buffalo University	barista	variable
499	Santoro-Bissett, Trenton	7381- Elmwood	barista	variable
500	Sargent, Shai	23017-Cheektowaga -Buffalo Airport	barista	variable
501	Saulter, Averi	7318-The Commons Buffalo University	barista	variable
502	Scamacca, Becca	7318-The Commons Buffalo University	barista	variable
503	Scarfino, David	7799- Delaware & Kenmore	barista	variable
504	Schack, Amanda	7665-Transit & French	barista	variable
505	Schadt, Emily	7486-Hamburg	barista	variable
506	Schalk, Emilee	7327- Amherst, Niagara Falls Blvd.	barista	variable
507	Scherrer, Loretta	10750 Transit Commons	shift supervisor	variable
508	Schieda, Alyssa	7665-Transit & French	shift supervisor	variable
509	Schiro, Vincent	7938-Williamsville Place	barista	variable
510	Schmieder, Zoe	23017-Cheektowaga -Buffalo Airport	barista	variable
511	Schoenhals, Alexii	47843 Sheridan and N. Bailey, Amherst	barista	variable
512	Schreiber, Sydney	7949- Walden & Anderson	barista	variable
513	Schroeder, Claire	7949- Walden & Anderson	barista	variable
514	Scott, Arael	7799- Delaware & Kenmore	barista	variable
515	Scott, Hannah	7949- Walden & Anderson	shift supervisor	variable
516	Scott, Henyia	7665-Transit & French	barista	variable
517	Scott, Nacima	7327- Amherst, Niagara Falls Blvd.	barista	variable

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518	Scott, Rashida	7949- Walden & Anderson	barista	variable
519	Scott, Tapainga	7318-The Commons Buffalo University	shift supervisor	variable
520	Seiflein, Teena	7949- Walden & Anderson	shift supervisor	variable
521	Sellitto, Mira	22882- Lancaster Regal Center	barista	variable
522	Serrano, Chanelle	7799- Delaware & Kenmore	barista	variable
523	Shaw, Taylor	7949- Walden & Anderson	shift supervisor	variable
524	Showalter, Elise	7337- Transit & Maple	barista	variable
525	Sicignano, Antoinette	7486-Hamburg	barista	variable
526	Siemieniewicz, Alicia	23017-Cheektowaga -Buffalo Airport	barista	variable
527	Simano, Alex	59087-Hamburg Camp Road	barista	variable
528	Simko, Shania	7337- Transit & Maple	barista	variable
529	Simmons, Danielle	7318-The Commons Buffalo University	barista	
530	Simonelli, Stephen	47843 Sheridan and N. Bailey, Amherst	barista	variable
531	Skretta, James	47843 Sheridan and N. Bailey, Amherst	barista	variable
532	Smith, Charlie	7665-Transit & French	barista	variable
533	Smith, Francis	7949- Walden & Anderson	shift supervisor	variable
534	Smith, Jada	7340-Williamsville, Main Street	shift supervisor	variable
535	Smith, Kamryn	19901- Niagara Falls, Niagara Falls Blvd	barista	variable
536	Sorg, Caroline	50060- East Robinson	barista	variable
537	Soto, Tiana	7665-Transit & French	barista	variable

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538	Speicher, Lily	7949- Walden & Anderson	barista	variable
539	Spicola, Katryn	59087-Hamburg Camp Road	shift supervisor	variable
540	Spruce, Michelle	7486-Hamburg	shift supervisor	variable
541	Stachowski, Alexa	7381- Elmwood	barista	variable
542	Stack, Bryan	47843 Sheridan and N. Bailey, Amherst	barista	variable
543	Stani, Cindy	23017-Cheektowaga -Buffalo Airport	barista	variable
544	Staniszewski, Tati	7381- Elmwood	barista	variable
545	Starks, Denasia	50060- East Robinson	shift supervisor	variable
546	Stickney, Sophia	19901- Niagara Falls, Niagara Falls Blvd	barista	variable
547	Stodola, Aylisha	7318-The Commons Buffalo University	barista	variable
548	Stone, Hannah	23017-Cheektowaga -Buffalo Airport	barista	variable
549	Stout, Cecelia	7327- Amherst, Niagara Falls Blvd.	barista	variable
550	Stroeher, Courtney	7381- Elmwood	barista	variable
551	Struebing, Nicholas	7448 Delaware Avenue	shift supervisor	variable
552	Stuber, Amberly	7665-Transit & French	barista	variable
553	Sturniolo, Kayla	7327- Amherst, Niagara Falls Blvd.	barista	variable
554	Sullivan, Sean	7799- Delaware & Kenmore	barista	variable
555	Suriel, Mary	50060- East Robinson	barista	variable
556	Sutherland, Taylor	7318-The Commons Buffalo University	barista	variable
557	Sweet, Justen	7486-Hamburg	barista	variable



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558	Szathmary, Ann	7327- Amherst, Niagara Falls Blvd.	barista	variable
559	Szathmary, Ann	47843 Sheridan and N. Bailey, Amherst	barista	based on scheduling needs
560	Szramka, Joseph	7327- Amherst, Niagara Falls Blvd.	shift supervisor	variable
561	Tahir, T	47843 Sheridan and N. Bailey, Amherst	shift supervisor	variable
562	Tallchief, Cameron	7486-Hamburg	shift supervisor	variable
563	Tan, Tiffany	10750 Transit Commons	shift supervisor	variable
564	Tanner, Bethany	10750 Transit Commons	shift supervisor	variable
565	Tarnowski, Nathan	50060- East Robinson	barista	variable
566	Taylor, Haley	7327- Amherst, Niagara Falls Blvd.	barista	variable
567	Taylor, Keitaya	7448 Delaware Avenue	barista	variable
568	Thompson, Courtney	7318-The Commons Buffalo University	barista	variable
569	Thompson, Geoffrey	50060- East Robinson	shift supervisor	variable
570	Thompson, Mackenzie	7327- Amherst, Niagara Falls Blvd.	barista	variable
571	Thompson, Mikayla	19901- Niagara Falls, Niagara Falls Blvd	barista	variable
572	Tierney, Taya	19901- Niagara Falls, Niagara Falls Blvd	barista	variable
573	Tirone, Aleks	7949- Walden & Anderson	barista	variable
574	Torgalski, Emily	7318-The Commons Buffalo University	shift supervisor	variable
575	Tomasello, Adrianna	7337- Transit & Maple	barista	variable
576	Tomsic, Heather	7318-The Commons Buffalo University	shift supervisor	variable
577	Traore, Kiessi	7318-The Commons Buffalo University	barista	variable

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578	Tretter, Kelsey	10750 Transit Commons	barista	variable
579	Tripi, Julia	7938-Williamsville Place	barista	variable
580	Tripodi, Victoria	7318-The Commons Buffalo University	shift supervisor	variable
581	Tripoli, Marissa	7938-Williamsville Place	barista	variable
582	Twiss, Jeremy	7448 Delaware Avenue	barista	variable
583	Vanderberg, Janet	19901- Niagara Falls, Niagara Falls Blvd	shift supervisor	variable
584	Vazquez, Andraya	50060- East Robinson	barista	variable
585	Vecchio, Cassandra	10750 Transit Commons	barista	variable
586	Vega, Elyza	7327- Amherst, Niagara Falls Blvd.	barista	variable
587	Vicoria, Jessica	63771-Orchard Park	shift supervisor	variable
588	Vidal, Anahi	7799- Delaware & Kenmore	barista	variable
589	Vles, Skylar	22882- Lancaster Regal Center	shift supervisor	variable
590	Wagner, Rachel	7337- Transit & Maple	shift supervisor	variable
591	Wahlgren, Emily	7938-Williamsville Place	barista	variable
592	Waits, Khari	7448 Delaware Avenue	barista	variable
593	Waligora, Sylvia	63771-Orchard Park	barista	variable
594	Walsh, Julia	59087-Hamburg Camp Road	barista	variable
595	Walsh, Kristin	7340-Williamsville, Main Street	barista	variable
596	Want, Lillian	22882- Lancaster Regal Center	barista	variable
597	Warren, Mickell	63771-Orchard Park	shift supervisor	variable

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598	Warrior, Alyssa	7381- Elmwood	barista	variable
599	Wawrzeniec, Ryan	7665-Transit & French	barista	variable
600	Weaver, Desirae	7340-Williamsville, Main Street	shift supervisor	variable
601	Webb, Amari	7949- Walden & Anderson	barista	variable
602	Weber, Shannon	7327- Amherst, Niagara Falls Blvd.	shift supervisor	variable
603	Weber, Shannon	23017-Cheektowaga -Buffalo Airport	shift supervisor	based on scheduling needs
604	Weingartner, Dana	19901- Niagara Falls, Niagara Falls Blvd	shift supervisor	variable
605	Weiss, Olivier	7448 Delaware Avenue	barista	variable
606	Welch, Sarah	7337- Transit & Maple	barista	variable
607	Werts, Alyson	23017-Cheektowaga -Buffalo Airport	barista	variable
608	Westlake, Will	59087-Hamburg Camp Road	barista	variable
609	Wetzel, Saira	7665-Transit & French	barista	variable
610	White, Nasia	47843 Sheridan and N. Bailey, Amherst	barista	variable
611	Wieczorek, Ryleigh	7340-Williamsville, Main Street	barista	variable
612	Wilcox, Moriah	7665-Transit & French	barista	variable
613	Wilczak, Chloe	50060- East Robinson	barista	variable
614	Williams, Jasmine	19901- Niagara Falls, Niagara Falls Blvd	barista	variable
615	Williams, Talhya	7381- Elmwood	barista	variable
616	Williams, Travis	7799- Delaware & Kenmore	shift supervisor	variable
617	Wingate, Samantha	22882- Lancaster Regal Center	barista	variable

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618	Wittmeyer, Emma	23017-Cheektowaga -Buffalo Airport	barista	variable
619	Wittmeyer, Natalie	7381- Elmwood	barista	variable
620	Wolf, Catherine	63771-Orchard Park	barista	variable
621	Wolf, Travis	63771-Orchard Park	barista	variable
622	Worling, Rebecca	7486-Hamburg	shift supervisor	variable
623	Wright Morales, Antonio	50060- East Robinson	shift supervisor	variable
624	Wright, Karigan	7799- Delaware & Kenmore	shift supervisor	variable
625	Wunsch, Yamila	47843 Sheridan and N. Bailey, Amherst	barista	variable
626	Wysocki, Sydney	59087-Hamburg Camp Road	barista	variable
627	Yeaple, Austin	7665-Transit & French	barista	variable
628	Ye-ling, Kristy	7318-The Commons Buffalo University	barista	variable
629	Yildiz, Elif	7318-The Commons Buffalo University	barista	variable
630	Zhou, Jack	7318-The Commons Buffalo University	barista	variable

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**Subject:** Hourly Staffing

Hello team,

I wanted to send a follow up email from our market call this afternoon in regards to hourly hiring as well as respond back to an open question.

We have built a hiring structure for this market to allow all of you more time to support your partners and your business. The purpose is to take those hours spent sourcing and interviewing and repurpose that time back into your store.

What does this mean:

- Store Managers are no longer to be interviewing or hiring
- 2 hourly recruiters- Lori Ruffin and Torie Clow will source candidates
- 2-3 dedicated interviewers- currently Tracey Valine and Chris Nestor will be hiring
- Training structure to train new partners hired during this process

As follow up from the call, if you currently have a candidate in the pipeline or about to make an offer, those candidates need to be funneled to a recruiter.

Please reach out with any questions.



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Starbucks Coffee Company  
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# Starbucks Makes Historic Investments in its Partners, Building on Long-Time Belief that Success is Best When Shared

October 27, 2021 • 5 min read

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**Exhibit 11**





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- *Announces significant investment in wage to recognize and reward tenured partners while also increasing pay floor; U.S. hourly partners will average nearly \$17/ hr. with new range of \$15–\$23 for baristas in Summer 2022*
- *Strengthens the Partner Experience through new training and recruiting, implementing ‘Training Store’ concept in markets around the U.S. and enhanced referral bonuses for store partners*
- *Introduces new behind-the-bar equipment and technology; tests New Cold Beverage Station to help make it easier for partners to handcraft beverages and connect with customers*
- *Innovating the partner and customer experience by teaming retail and support partners together in 20,000 sq. foot Tryer Lab in Seattle for store-partner innovation*

Starbucks Coffee Company (NASDAQ: SBUX) today announced a wave of investments for its partners (employees), building on its 50-year history and tradition of listening and learning, while investing its success back into its people. Announcements of both operational and wage investments for U.S. partners and company-operated stores are designed to retain and recruit the best people and affirm Starbucks as one of the very best jobs in retail – a reflection of the company’s unwavering belief that success is best when it’s shared.

“As Starbucks celebrates our 50th anniversary we are reminded that our heritage is based on the simple concept that our green apron partners are the heartbeat of Starbucks and that success is best when it’s shared,” said Kevin Johnson, Starbucks president and chief executive officer. “Today, we are announcing another historic investment in our partners, knowing that when we take care of



business over the long-term.”

In a letter to all U.S. partners, Rossann Williams, Starbucks executive vice president, president North America, emphasized the company’s continued commitment to listen, learn together, and deliver real, measurable value to partners, customers and shareholders. The investments the company will be making will enhance wage, training and in-store experiences, nationwide.

Investments include:

- **Unprecedented Investments in Wage:** Building on substantial wage and benefit investments throughout the pandemic, Starbucks is prioritizing another significant investment to recognize and reward tenured partners while also ensuring all partners earn at least \$15/hour in Summer 2022. This next investment culminates in a total of approximately \$1 billion in incremental investments in annual wages and benefits over the last two years.
  - Effective in late January 2022, partners with two or more years of service could receive up to a 5% raise and partners with five or more years could receive up to a 10% raise.
  - Additionally, in Summer 2022, average pay for all U.S. hourly partners will be nearly \$17/hr.
    - *In December 2020, Starbucks committed to raising its wage floor to \$15/hr.*
    - *Barista hourly rates will range based on market and tenure from \$15 to \$23/ hr. across the country in Summer 2022.*
- **Training and Recruiting:** The company added recruiting specialists across all U.S. markets and is extending its \$200 referral bonuses to help attract new talent. The company is also investing in store partner training, including a





to expand beyond its existing success of training stores around the country currently dedicated entirely to training partners in this area.

- **Store Partner Hours and In-Store Experiences:** With significant customer demand for Starbucks and an increasing pace of beverage innovation, Starbucks has invested in forecasting capabilities to improve store staffing; testing of a “shifts app” aiming to make it easier for partners to work available shifts that meets their personal needs; and improving behind the bar floor design and equipment, including testing a Cold Beverage Station in select stores around the country. A team of support partners and data analysts, as well as a Store Manager Council, are working side by side with our store partners to help shape this work.
- **Partner-Centered Innovation:** Finally, to ensure ongoing improvements for retail partners, Starbucks has brought together [a team of partners to design](#) and test initiatives that will ultimately improve the partner experience and reduce complexity in stores. The 20,000 square foot Tryer Lab is focused on bringing new innovation and ideas to action in stores with a test and learn approach. This team, which includes a rotation of over 20 of our talented store partners, is focused on several initiatives, including 1) behind-the-bar layout redesigns 2) innovative store equipment and technology, and 3) evolving operational roles in stores. This partner-focused effort helps hold support partners accountable to the store experience with real-life challenges being designed by both support center and store partners, together, working shoulder to shoulder.

“Our founder Howard Schultz believed in the dignity of the human experience, in building a successful company, and that our success should always be shared,” said Williams. “These new investments show the continued commitment we all have to creating the best opportunities and experience for our partners.”

With innovative benefits for part-time employees, including health care, equity ownership for all levels in the organization, free college tuition through the



...continue investing in its people since the opening of its original store in the Pike Place Market in Seattle in 1971. The introduction of these latest investments builds on unprecedented partner investments uniquely designed to support partners during the COVID-19 pandemic.

## Forward-Looking Statements

Certain statements contained herein and in our investor conference call related to these results are “forward-looking” statements within the meaning of the applicable securities laws and regulations. Generally, these statements can be identified by the use of words such as “anticipate,” “believe,” “continue,” “could,” “estimate,” “expect,” “forecast,” “intend,” “may,” “outlook,” “plan,” “potential,” “predict,” “project,” “remain,” “should,” “will,” “would,” and similar expressions intended to identify forward-looking statements, although not all forward-looking statements contain these identifying words. These statements include statements relating to: our accelerated labor investments; our business outlook, projections and guidance; operations and financial results; our sustainability goals and initiatives; the recovery of our business; and our ability to drive long-term growth. These forward-looking statements do not represent historical data, are based on currently available operating, financial and competitive information and are subject to a number of significant risks and uncertainties. Actual future results and trends may differ materially depending on a variety of factors, including, but not limited to: the actual impact of our accelerated labor investments on our operations and financial results; further spread of COVID-19 and its variants; regulatory measures or voluntary actions that may be put in place to limit the spread of COVID-19, including vaccine mandates and restrictions on business operations or social distancing requirements and the duration and efficacy of such restrictions and the world-wide distribution and acceptance of vaccines; the potential for a resurgence of COVID-19 infections in a given geographic region after it has hit its “peak”; fluctuations in U.S. and international economies and currencies; our ability to preserve, grow and leverage our brands; the ability of our business partners and third-party providers to fulfill their responsibilities and



negative or other material breach of our information technology systems to the extent we experience a material breach; material failures of our information technology systems; costs associated with, and the successful execution of, the company's initiatives and plans, including the successful expansion of our Global Coffee Alliance with Nestlé; our ability to obtain financing on acceptable terms; the acceptance of the company's products by our customers, evolving consumer preferences and tastes and the availability of consumer financing; changes in the availability and cost of labor; significant increased logistic costs, including but not limited to inflationary pressures; the impact of competition; inherent risks of operating a global business; the prices and availability of coffee, dairy and other raw materials; the effect of legal proceedings; and the effects of changes in tax laws and related guidance and regulations that may be implemented and other risks detailed in the company filings with the Securities and Exchange Commission, including the "Risk Factors" sections of Starbucks Annual Report on Form 10-K for the fiscal year ended September 27, 2020 and Quarterly Report on Form 10-Q for the fiscal quarter ended June 27, 2021. The company assumes no obligation to update any of these forward-looking statements.

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## PRESS RELEASES

### Bolthouse Farms Acquires Evolution Fresh from Starbucks

Starbucks and Bolthouse Farms today announced an agreement for Bolthouse Farms to acquire the brand and business of Evolution Fresh.



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